



USAID | **EGYPT**
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EFFECTIVE PLANNING AND SERVICES PROJECT

FOURTH QUARTER FFY 2015 PROGRESS REPORT AND YEAR ONE ANNUAL REPORT

July – September 2015

SEPTEMBER 30, 2015

This publication was produced for review by the United States Agency for International Development.
It was prepared by AECOM.

EFFECTIVE PLANNING AND SERVICES PROJECT

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July – September 2015

Contract No:

AID-263-C-12-00003

Submitted to:

USAID Egypt Office for Democracy and Governance

Prepared by:

AECOM International Development

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ACRONYMS AND ABBREVIATIONS

AECOM	AECOM International Development (note: acronym refers to A rchitecture, E ngineering, C onsulting, O perations and M aintenance)
BUDC	Beheira Utility Data Management and Urban Planning Center
CAOA	Central Agency for Organization and Administration
COR	Contract Office Representative (USAID)
CSC	Citizen Service Center
CSL	Civil Service Law
ECES	Egyptian Center for Economic Studies
EDI	Egyptian Decentralization Initiative (2006-2012)
EDI II	Egyptian Decentralization Initiative II (2012-2013)
EEDC	Egypt Economic Development Conference (Sharm El Sheikh; March 2015)
EFY	Egyptian Fiscal Year
ENCC	Egyptian National Competitiveness Council
EPSP	Effective Planning and Services Project (2014-2016)
FEPS	Faculty of Economics and Political Science (Cairo University)
FFY	Federal Fiscal Year (US)
FinBi	Finance and Banking Consultants International (EPSP subcontractor)
GAFI	G eneral A uthority for I nterestment and Free Zones
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Corporation for International Development)
GoE	Government of Egypt
H.E.	His or Her Excellency
HRD	Human Resource Development
IR	Intermediate Result
IRM	Information Resources Management (organ of USAID)
IT	Information Technology
KPI	Key Performance Indicator
LE	Egyptian Pounds (currency)
LMC	Logic Management Consulting (EPSP subcontractor)
LoP	Life of Project
M&E	Monitoring and Evaluation
MS	Microsoft
MTEF	Medium Term Expenditure Framework
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MPMAR	Ministry of Planning, Monitoring and Administrative Reform
MSAD	M inistry of S tate for A dministrative D evelopment
NA	Not Available or Not Applicable
NMI	National Management Institute
OTA	Office of Technical Assistance (US Department of the Treasury)
PFM	Public Finance Management
QTR (or Q)	Quarter (calendar)
RfP	Request for Proposals

ACRONYMS AND ABBREVIATIONS (continued)

SCC	Supreme Constitutional Court
SCLD	Saqqara Center for Local Development
SDS	Sustainable Development Strategy Egypt 2030
SIS	State Information Service
SMS	Short Message Service
STTA	Short Term Technical Assistance
TA	Technical Assistance
TBD	To Be Determined
TOEFIC	Test of English for International Communication
TOR	Terms of Reference
UN	United Nations
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

“The efficiency of the public services delivery is raised which creates a business friendly environment; economic activity grows especially in the small business sector, and citizens’ trust in government is augmented”.

August 2015

*from the Egyptian Center for Economic Studies
What if Egypt’s civil service reform is applied?*

This document covers activities of the Effective Planning and Services Project (EPSP or the “Project”) for the fourth quarter of FFY 2015 (July through September 2015) and also represents the annual progress report for year one of EPSP. Following a fifteen-month period during which AECOM activities under the USAID contract were stopped, the Project resumed on October 20th, 2014 with a new name and a new primary counterpart, the Ministry of Planning, Monitoring and Administrative Reform (MPMAR or the “Ministry”). The resumption of the Project will continue the focus of promoting fulfillment of the two intermediate results (IRs) as specified in the USAID contract with AECOM:

IR 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight

IR 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

The Project is addressing these IRs with an array of programs including support for the various Government planning functions, administrative reform measures, capacity building, support for regional institutions, and legal framework reform. Looking forward to the final year of the Project, the former highly successful Parliamentary outreach activities are expected to resume, particularly with respect to any legal reform matters affecting planning and more effective government administration.

The Cabinet reshuffle which occurred on September 19th, replacing approximately one-half of the Ministers, will have no immediate or near-term effect upon the activities of the Project.

The EPSP fourth quarter of FFY 2015 was most notable for the extensive efforts made by EPSP in support of two sweeping, nationwide initiatives by the Government of Egypt (GoE) with enormous implications for both national governance and local administration. As described in detail in the body of this report, the EPSP support for the Sustainable Development Strategy Egypt 2030 (SDS Egypt 2030) was completed and preparations were put in place for introduction to the public early next quarter.

With strong support from the USAID-funded Project, the Ministry completed a nearly two-year effort to prepare the SDS Egypt 2030. This socio-economic roadmap is expected to guide Egyptian development over the next decade and a half. It is intended to be a unifying charter that will lift domestic well-being and raise the stature of Egypt on the worldwide stage.

In addition, the Project successfully participated in the development of the executive regulations for the new Civil Service Law and set in motion further initiatives to support the application of this important reform. The overwhelming majority of Egyptian citizens will benefit from activation of this change, as succinctly captured in the quotation from one respected, objective observer at the top of this page.

EXECUTIVE SUMMARY (continued)

Other donors appear to be ready to support implementation of the Law, particularly the German Corporation for International Development (Deutsche Gesellschaft für Internationale Zusammenarbeit), GIZ, which is expected to support the human resource development aspects of this reform in Egypt.

In recognition of the importance of this issue for the future of the nation, the Project will provide selected support to prepare the infrastructure for the new system, including (i) technical assistance on the civil service examination process to be administered by the Central Agency for Organization and Administration (CAOA); (ii) designing of an employee performance appraisal system; and (iii) ways and means of encouraging early retirement through incentives.

Complementing the EPSP efforts to support the above referenced planning and administrative reform initiatives of the GoE nationwide, is an equally challenging endeavor rooted in the mission of the Egyptian Decentralization Initiative II (EDI II) to address these issues as well with a bottom-up methodology; i.e. working at the regional and local jurisdictions in Egypt). Even working locally however, most of the activities of the Project will eventually impact the greater nation as a whole, particularly the expansion of citizen services in Aswan Governorate.

During this reporting period, a Memorandum of Understanding (MoU) was executed between EPSP and the Minister of State for Administrative Development (MSAD) to implement the agreed plan for the Project to help develop three new citizen service centers (CSC) in Aswan Governorate and also upgrade two existing centers. Importantly, although this activity will initially provide improved services for some of the 1.4 million residents in Aswan, it will, in addition, launch the piloting of a new web-based application for these services.

Upon completion of this pilot by EPSP, some fifty centers throughout the nation will be linked to a common data center and any citizen with internet access will be able to conduct transactions without having to physically travel to the center itself. Eventually, the entire network of citizen service centers in Egypt (currently numbering about 150 but likely to grow) will have this functionality. In addition to providing easier access to selected government services for business¹ and citizens, the web-based solution will allow for the collection, analysis and use of data centrally in order to design more effective service provision.

Furthermore, the new web application will allow for a broader menu of services than is now covered by the current CSC software package.

To summarize the foregoing, once EPSP has successfully implemented the current plan and the GoE takes necessary actions to scale-up the web-based solution nationwide, the following benefits will be realized:

- Easier access to selected government services for business and citizens
- Better management facilitated through improved information systems
- More services available through the CSCs
- More effective government²

¹ Approximately one-third of the services offered in the Aswan CSCs are business-related permits, licenses, etc.

² Egypt ranks among the lower tier of nations when measured by the World Bank Government Effectiveness Index despite the fact that it has a very rich proportion of public sector employment. There is one public sector employee in Egypt for every thirteen citizens.

EXECUTIVE SUMMARY (continued)

A team of senior management from EPSP and the USAID Senior Governance and Democracy Specialist visited Aswan Governorate for two to three days during mid-September to review progress on the part of the local authorities in their preparation of the various citizen service center sites. The Governor severely rebuked several local officials who failed to keep him informed about missed construction deadlines. The Governor, a former General, demanded daily updates from his staff going forward.

The discussions among USAID, the Governor, the Project and MSAD also covered additional areas of potential support on technological approaches to improve services, building upon the successful cooperation to-date on citizen service centers in Aswan. As a result, the Project will prepare initial feasibility studies for a business investment one-stop-shop; possibly co-located or proximity-located with the Governorate CSC; and a utility data management and urban planning center similar to the facility that EDI helped develop in Beheira Governorate four years ago.

The Governor's Office issued a detailed press release concerning the visit and its purpose (see Annex A to this report). The story was picked up by a number of local print and electronic media outlets, continuing the extensive local press coverage received since the cooperation with Aswan began earlier this year.

The Cairo team also briefly observed ongoing delivery of customer service skills training in the District of Daraw for a gender-balanced cadre of twelve aspiring front-office CSC personnel. Seven of these trainees were women.

More detailed information about the full scope of EPSP activities are provided in the remaining pages of this fourth quarterly progress report for 2015; and the annual Summary of FFY 2015 Activities and Accomplishments with related attachments, all of which follow. Given the unique mobilization issues impacting resumption of the Project after a fifteen month pause, and the constantly shifting decisions and scheduling requirements of the new EPSP workload, a strong record of accomplishment is now in the books and the Project is well poised to address all expectations in the final implementation year.

What was accomplished in the initial year, would not have been possible without the professional and tireless support for the Project team from the outstanding partners in this effort, whom are gratefully acknowledged herein:

- The United States Agency for International Development and their colleagues at the US Embassy
- The Egyptian counterparts for the Project, including without limitation, the Ministry of Planning, Monitoring and Administrative Reform; the Ministry of Administrative Development; and the Governorate of Aswan
- The AECOM International Development headquarters Project management personnel in Arlington, Virginia
- The longstanding subcontractor for EDI, EDI II and EPSP; Finance and Banking Consultants International (FinBi)
- Numerous additional subcontractors, service providers and consultants that have contributed their expertise to this effort.

**EPSP
Cairo
October 30, 2015**

PROJECT TECHNICAL ACTIVITIES (FOURTH QUARTER FFY 2015)

SUPPORT FOR THE PLANNING PROCESS

The broad areas of EPSP support for the national planning process continue as before; i.e. the SDS Egypt 2030 strategic plan and the annual infrastructure investment planning function within MPMAR, including a renewed emphasis on regional planning). During this reporting period, the steering committee within the Ministry of Planning, Monitoring and Administrative Reform reviewed the final deliverable on SDS Egypt 2030.

All of the attention on planning at the Ministry during QTR 4 FFY 2015 was laser-focused on raising awareness about SDS Egypt 2030 to the virtual exclusion of almost all other planning-reform activities. The proactive EPSP communication team provided outstanding leadership and support in helping prepare the various outreach modalities needed in the coming months, including a new website uniquely dedicated to the SDS Egypt 2030; social media identity for the Strategy and a major conference designed to bring national attention to the effort.

With the strong emerging prospects for redevelopment of Egypt under the current administration as, for example, epitomized by the international Egypt Economic Development Conference (EEDC) at Sharm El Sheikh in March and the worldwide attention focused on the recently completed Suez Canal expansion, the timing for launch of the SDS Egypt 2030 could not be more opportunistic. While this Strategy is completely and exclusively an Egyptian peoples' initiative, it is also emblematic of the high profile that Egypt enjoys on the international stage, as the SDS Egypt 2030 is inspired, in part, by the United Nations (UN) latest iteration of development goals.³

Sustainable Development Strategy: Egypt 2030

During the just completed QTR 4 FFY 2015, the activities of the Project under this component shifted from support for preparation of the Strategy to assisting the Ministry with a comprehensive program of communication, outreach and awareness-raising. Up to this point, support from EPSP had enabled the Ministry to complete Phase III of their nearly two-year inclusive, transparent process to build a consensus-driven and debate-tested plan, which now must face its ultimate assessment by the most important audience of all, that being the citizens of Egypt.

The EPSP communication team and the Policy and Planning Senior Advisor led this effort which included organization of eight workshops with the Al Ahram Center for Political and Strategic Studies (ACPSS) and the Center for Economic and Financial Research and Studies (CEFRS) at Cairo University, two of the most renowned think-tank institutions in Egypt. The work of these highly regarded Centers, summarized in the table below, was focused on generating positive attention for the SDS Egypt 2030 initiative among the general public, political figures, community organizations, media and academia.

Both Centers successfully addressed gender equity in the scheduling and management of these events with women participants representing fifty-two percent of the attendees.

Sustainable Development Strategy: Egypt 2030 (continued)

³ The United Nations Millennium Goals program was in effect from 2000 to 2015. A United Nations Summit for the Adoption of the Post 2015 Development Agenda was held from September 25th to 27th 2015 in New York City. The post-2015 UN program is known as the 2030 Agenda for Sustainable Development.

Date of Workshop	Subject Matter Covered (Pillars of the SDS Egypt 2030)	No. Attending	Notes and Comments
Al Ahram Center for Political and Strategic Studies			
Aug 31 st , 2015	Health and Social Justice	22	Approximately twenty separate media reports, print-press and electronic, resulted following the Al Ahram workshops
Sep 3 rd , 2015	Energy and Urban Development	89	
Sep 7 th , 2015	Transparency and Efficiency of Government Institutions; and Culture	70	
Sep 10 th , 2015	Domestic Policy; Foreign Policy and National Security	22	
Center for Economic and Financial Research and Studies - Cairo University			
Sep 6 th , 2015	Knowledge, Innovation and Scientific Research	43	
	Education	48	
Sep 9 th , 2015	Economy	45	
	Health	44	
	TOTAL	383	

Development of Key Performance Indicators for the SDS Execution of SDS Egypt 2030 Workshops

These activities were completed during QTR 2 and QTR 3 FFY 2015. See Annex B for a summary of the pillar workshops where the key performance indicators were discussed and adopted.

Direct Technical Assistance to the Ministry (Preparation of the Economy Pillar)

Project support for preparation of the SDS Egypt 2030 Economy pillar was completed during this reporting period, subject to any additional follow-up needs as may be requested by the Ministry. This pillar was not included within the scope of work of work for LMC and the workshop phase was completed by EPSP during QTR 3 FFY 2015 but the direct technical assistance from Project personnel continued into this reporting period.

Support for Communication and Outreach on the SDS Egypt 2030

A substantial increase in workload was handed to EPSP during this quarter when the Ministry reversed earlier advice and requested that the Project assume a significant role in raising awareness and fostering outreach for the SDS Egypt 2030. Previously, it was understood that the MPMAR communication office, would manage this task working directly under the Minister. This change caused EPSP to once again rearrange priorities to meet the needs in this dynamic environment.

As a result of the unexpected shift, the Project hurriedly prepared competitive solicitations and awarded contracts to three service providers for the following tasks:

- Design of an interactive website and social media pages (including YouTube; Facebook; Twitter; Google+; and Instagram. Expected duration August 27th, to October 31st, 2015

Contracts awarded for SDS Egypt 2030 communications and outreach (continued):

- Design and production of SDS Egypt 2030 promotional materials. Expected duration October 1st, to October 29th, 2015
- Design and production of two, three minute live action and animated videos. Expected duration October 1st, to October 24th, 2015

Each of the foregoing is keyed to the major national conference on the Strategy that will be held during November 2015 which will introduce the SDS Egypt 2030 to seven-hundred and fifty guests and a broad range of media. This event will be the largest and most visible single gathering for any EPSP activity organized to-date. The complexity of setting up this conference is evidenced by the difficulty in fixing the timetable as the current schedule represents the third planned date for the event as it has already been postponed twice.

In addition, during this reporting period, eight workshops were organized by EPSP through the Al Ahram Center for Political and Strategic Studies and the Center for Economic and Financial Research and Studies (at Cairo University) during September 2015 to raise public, media, political and academia understanding about the Strategy. Nearly twenty separate media reports, print-press and electronic, emanated from the Al Ahram workshops.

Finally, the Project will provide any additional support required by the Ministry of Planning, Monitoring and Administrative Reform to advance discussions of gender-related goals as a part of this Strategy; and is well positioned to offer further support to the Ministry when it comes to any related communications and outreach plans.

Additional Support for the National Planning Process

The attention of the planning authorities at the Ministry, and especially the First Assistant Minister, was understandably concentrated almost exclusively on the Sustainable Development Strategy Egypt 2030 during this reporting period. The number one and only priority was correctly focused on the success of the upcoming national conference that has now been moved to November 30th, 2015. The conference will be a major milestone in the two-year endeavor to prepare a new vision for the Egyptian people to embrace in their immediate and long-term future.

Accordingly, organizing the SDS Egypt 2030 launch has left little or no space for the EPSP counterparts to engage with the Project on the other national planning reform topics, all of which are now programmed for FFY 2016.

SUPPORT FOR NATIONAL PLANNING PROCESS ACTIVITIES DURING THE NEXT QUARTER

The most important activity in the coming quarter will be the international conference to introduce and discuss the SDS Egypt 2030, now scheduled for November 30th.

All of the EPSP communication and awareness-raising activities (website and social media development; promotional materials; and video presentations) will be pegged to organizing a successful conference.



The awareness raising effort will reach out nationwide. Early in the next quarter, the Project will conduct a three-day training-of-trainers in Cairo for twenty-four media experts from the governorate level of the State Information Services (SIS). This will be followed by a series of awareness-raising workshops to be conducted by the SIS experts in accordance with the tentative schedule below:

- October 12th Port Said
- October 15th Alexandria

A workshop is also planned next quarter at the Institute of National Planning.

In addition, the Project will seek to initiate a number of additional support activities for the national planning process as set forth in the year two work plan submitted for USAID consideration during October 2015. The specific work areas will depend upon Ministry priorities and the extent to which the SDS Egypt 2030 issue continues to consume their attention following the international conference. However, improving the process for chapter six infrastructure budgeting is likely to be a high priority.

IMPROVED EFFECTIVENESS OF SERVICES THROUGH ADMINISTRATIVE REFORM

As reported last quarter, the Project worked at extraordinary levels with great success on preparation of the executive regulations for the Civil Service Law. A number of activities were employed to support the Ministry on this task, including:

- a brainstorming weekend retreat comprised of senior government policy makers to discuss and debate the issues involved;
- engagement of recognized subject matter experts to provide policy options and specialized technical notes; and,
- a number of workshops and other methods to ensure participation and transparency;

The result of these activities was that the Project provided quality, professional support to the GoE enabling timely completion of the regulations.

The Cabinet of Ministers provided initial approval of the regulations on June 24th, which was followed with approval by the Council of State during August 2015. However, despite the best efforts of the GoE at transparency and inclusion, a number of protests arose from vested interests among organizations representing certain public sector employees. Accordingly, during most of the current reporting period the GoE has been working to address the concerns of a limited, but vocal, group of employees.

Accordingly, although the Civil Service Law itself will not be changed, there is an expectation that the GoE will include a number of transition articles in the executive regulations to ameliorate some legitimate concerns of the dissenters.

Support of the Civil Service Law Reform

Despite the foregoing, the Project continued to work during this reporting period on developing some of the infrastructure needed to activate selected provisions of the Law.

In early August, EPSP organized a major workshop of significant importance to develop a new employee performance appraisal system based on the 360-degree methodology; i.e. employees are no longer to be evaluated by their direct supervisor only). Introduction of this new approach is vital to the overall reform objective of the Law, because the current practice links the appraisal system to a substantial portion of the employees' total compensation and the result has been that virtually every employee receives an "excellent" rating at their performance review.

Eighty-five participants attended this workshop, representing more than forty government units (central and local administration). Women comprised thirty-five percent of the attendees.

A final draft of the proposed 360-degree employee appraisal system was reviewed at a technical meeting with senior administrative development personnel from the Ministry of Planning, Monitoring and Administrative Reform and the EPSP Policy and Planning Senior Advisor on August 25th, 2015.

The Project also commenced work during this reporting period on the daunting task of drafting thousands of questions for as many as seventeen job disciplines that will be subject to civil service examinations under the executive regulations of the CSL. The questions will be used to create an

Support of the Civil Service Law Reform (continued)

“exam bank” which would be drawn-upon by the Central Authority for Organization and Administration in preparing biannual civil service examinations. Responsibility to manage the civil service examination process will be an enormous task implemented by CAO directorate offices in every Governorate. Among other things, the GoE will need to make substantial investments to automate the system.

The Project is supporting this aspect of civil service reform through a comprehensive assessment of all twenty-seven CAO directorates in terms of their IT and personnel capacities. The process was initiated during this reporting period. Detailed survey templates and questionnaires were distributed to, and completed by each directorate. On September 10th, 2015, a large workshop was opened by the Chairwomen of CAO with approximately one-hundred participants, including three managers from each directorate to provide them with an overview of the exam bank. Staff from each directorate presented information on their current status and provided an assessment of needs. In the coming quarter, EPSP experts will conduct onsite assessments at several directorates.

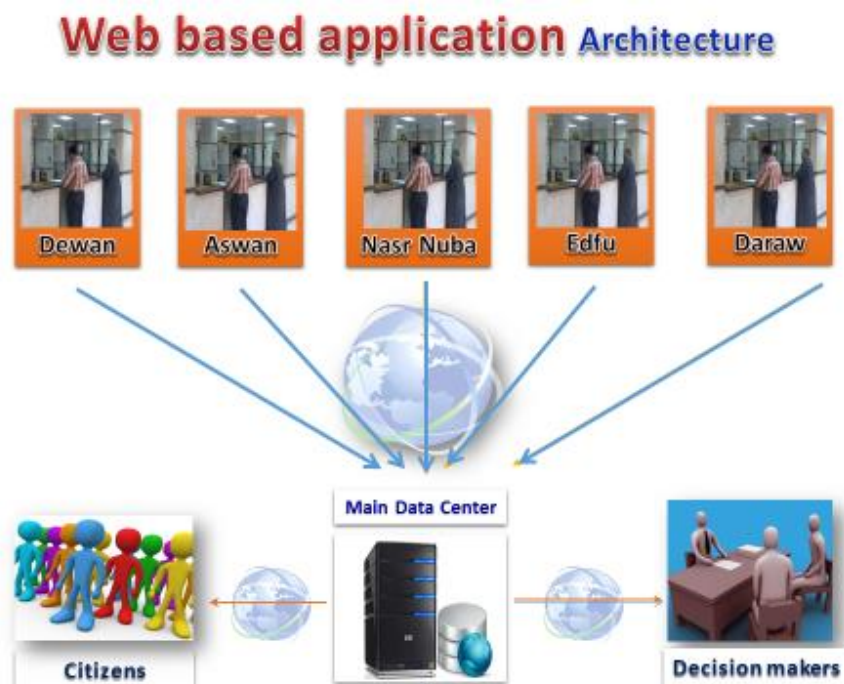
SUPPORT FOR CIVIL SERVICE REFORM ACTIVITIES DURING THE NEXT QUARTER

- Completion of work on the 360-degree employee appraisal system
- Commence work on preparing proposals for early retirement incentives
- Recruitment, hiring and orientation of subject matter experts to write civil service examination questions for the exam bank
- Site visits by EPSP in accordance with the following schedule to complete the assessment of the CAO directorate offices:
 - October 4th Cairo
 - October 5th Giza
 - October 7th Port Said
 - October 8th Ismailia
 - October 11th & 12th El Tur City
 - October 18th & 19th New Valley
 - October 20th Minia
 - October 20th Kafr El-Sheikh
 - October 21st Qena
 - October 21st Alexandria

Enhanced and Expanded Coverage of Citizen Services Centers (CSC)

During an informal ceremony at the premises of the Ministry of Administrative Development on August 31st, 2015, the EPSP Chief of Party and the Head of the Policies and Programs Sector of the Ministry executed an official Memorandum of Understanding (MoU) setting forth the cooperative arrangements and the respective responsibilities of the Project, MSAD and the Governorate for the proposed expansion of citizen service centers in Aswan. Pursuant to this MoU, the parties will develop three new CSC sites and upgrade two existing locations.

Most importantly, this activity will pilot an innovative web-based application which eventually could provide the full menu of services to any citizen with internet access. The schematic below is a graphical representation of the system to be implemented in Aswan Governorate pursuant to the Memorandum of Understanding:



Agreement on the MoU was the culmination of a number of technical meetings, and several trips to Aswan during this quarter by the EPSP Technology Team Leader, Capacity Building Manager, Chief of Party and USAID. In addition to setting forth the specific arrangements for Aswan, this series of meetings with MSAD resulted in agreement with the Project and USAID to provide support for ten already operational sites in Ismailia Governorate to facilitate their transition to the web-based application.

Comprehensive Assessment and Review of CSCs

Although all of the planned activities related to this component have been completed, the decision to extend EPSP support to Ismailia Government will require additional assessments to gauge the scope of required training and the technical readiness for these existing citizen service centers to adopt the new web-based application. The assessment aside however, as a bare minimum it is known that customer skills training and capacity building on the new application will be required for the front office personnel of all ten centers.

Implementation of CSCs Expansion

Following a number of technical meetings during this reporting period, purchase orders were prepared to rollout, and to host, the web-based application. Technical discussions were also initiated to prepare contracts for leased lines needed for the system.

In addition, the Project technical team followed up on the discussions between USAID and the Aswan Governor regarding additional services for citizens and businesses through the possible co-location of an investment one-stop-shop at or near the CSC headquarters and implementation of a utility data management and urban planning center for the Governorate.

During August, the Project organized a site visit to the General Authority for Investment and Free Zones (GAFI) for a meeting with the Chief of the agency and the Director of the Investment Services Department to discuss possible cooperation on developing an investment services complex in Aswan as requested by the Governor. The meeting was also attended by the Aswan Governorate Office Manager and the Dewan CSC Manager and Technology Advisor.

Subsequently, additional site visits were made to investment service centers in Tenth of Ramadan City and Ismailia in preparation for a feasibility study of potential options for addressing the request of the Governor.

SUPPORT FOR CITIZEN SERVICE CENTER ACTIVITIES DURING THE NEXT QUARTER

- Execute contracts for the CSC application rollout in Aswan Governorate (planned for October 8th 2015) and Ismailia Governorate.
- Execute contract with National Management Institute (NMI) data center to host the CSC application.
- Conduct a tender for the purchase of hardware and equipment for the citizen service centers and data center.
- Activate setup of the data center.
- Conduct a workshop on sustainability options for citizen service centers including methods to provide incentives for employees and to allow maintenance contracts for efficient operation of the centers.
- Standardize procedures and customization of the application.
- Conduct training on the application.
- Complete the data migration from the old system to the new application.
- Conduct an assessment for the CSCs in Ismailia governorate.
- Organize an orientation to introduce the new application. Participation in the orientation will include CSC management and staff; heads of departments; and chiefs of cities.
- Organize a visit by experts from BUDC to advise on possible options to address needs in Aswan Governorate.
- Complete a feasibility study and budget estimate for utility data management and urban planning center options in Aswan.
- Finalize a report and recommendations after assessment of CAO directorates.
- Organize a visit to Aswan by a GAFI technical team to select the preferred location to establish the investment services complex.
- Complete a feasibility study and budget estimates to establish the investment services complex.

COMMUNICATION, OUTREACH AND LOCAL PARTICIPATION

Most of the cross-cutting activity of the EPSP communication component was focused upon the SDS Egypt 2030 during the fourth quarter of FFY 2015; however, the high profile visits of USAID to Aswan Governorate also continue to spark wide local press coverage about Project activities in this important location.

In addition, the prominent nationwide reach of the major activities in which the Project is engaged such as SDS Egypt 2030 and Civil Service Law reform ensure a wide swath of local participation during the implementation of the EPSP work plan; a few examples include:

- Governorate level involvement in developing the 360-degree employee performance appraisal methodology
- Work with the CAOAs local offices on preparation of civil service examinations
- Cooperation with the local offices of the State Information Service on local awareness raising of the sustainable development strategy

On the flip side of this experience, the EPSP local engagement in Aswan Governorate has very significant nationwide effect (not to mention the already limited expansion to Ismailia). The web-based CSC application being launched in Aswan, even though a pilot at this stage, will facilitate up to fifty remote locations to initially be interconnected with the MSAD data center supported by the Project.

During this reporting period, the EPSP Communication Specialist completed a successful four-day training course for six media-office professionals from MSAD and MPMAR. This capacity building was requested by Ministry counterparts and because the Project had the in-house capability to perform the training directly, it was executed with minimal delay and no incremental cost to USAID. The interactive course covered, among other tasks, preparation of press releases, success stories and media campaigns. As may be requested, the Project is prepared to provide additional demand-driven skills training, either directly or customized out-sourcing if necessary.

To the extent possible, the EPSP communication team tracked and monitored Egyptian media reports (print and electronic) which cover areas of activity of the Project. During the fourth quarter of FFY 2015, approximately one-hundred press stories appeared concerning the SDS Egypt 2030, the Civil Service Law and expansion of the citizen services footprint in Aswan. The majority of the coverage (seventy percent) involved the civil service reform.

COMMUNICATION, OUTREACH AND LOCAL PARTICIPATION ACTIVITIES DURING THE NEXT QUARTER

Activities in the next quarter will include:

- Completion of all awareness and outreach interventions on behalf of the SDS Egypt 2030
- Completion of formatting and professional editing of the Arabic-language version of the SDS Egypt 2030 and translation into one or more additional languages

CAPACITY BUILDING

During this reporting period, the Project prepared and issued a request for proposals to six potential vendors on August 12th, 2015 and subsequently awarded a contract for capacity building to conduct customer skills training for front office personnel of citizen service centers in Aswan Governorate. The procurement followed extensive research by the EPSP Capacity Building Manager to identify institutions in Egypt that could successfully complete this assignment to the satisfaction of the Ministry.

The training commenced on September 14th, in the Aswan District of Daraw with sixty participants from four sites participating in two-days at their locations in Daraw, Aswan City and the Districts of Nasr El Nuba and Edfu. Two additional iterations will complete this training during the first week of October 2015.



**Customer Service Skills training for front office employees of Daraw CSC in Aswan
September 14th 2015**

The English language training program organized by EPSP for a cadre of seventy-nine young planners and other professionals in the Ministry began during this reporting period (July 1st, 2015). The training will be completed during November 2015.

The training program, customized to match the English-language competencies of the individual participants, involves a total of ninety-hours of instruction, administered by AMIDEAST which was selected as the training provider following a competitive procurement process conducted by the Project. At the midpoint of the training, AMIDEAST prepared a comprehensive assessment of the training to that point in time, including individual test scores and absentee rates.

The Project used the AMIDEAST data to conduct a statistical correlation analysis with respect to performance on testing and the affect, if any, of absenteeism. This analysis yielded a correlation coefficient of +0.74, indicating a very strong relationship between attendance at the training classes and scores on the competency tests, as might be expected. As a corollary to this conclusion, the analysis also substantiates the effectiveness of the AMIDEAST program; i.e. the more the trainee shows up, the better they do).

Earlier plans to conduct general computer skills training for this same group of Ministry personnel have been dropped at the request of the Ministry. Accordingly, the main focus in the capacity building pipeline will now address the need for training on the preparation and use of feasibility studies in the infrastructure investment planning process. Preparation of a request for proposals to implement this course has begun during this reporting period and will be finalized early in the coming quarter upon technical review of the scope of work by the Ministry and information concerning the participants targeted for the training.

Legacy documents on capacity building from EDI II and before continue to be useful and requested by the Ministry of Planning, Monitoring and Administrative Reform. In July 2015, the Ministry requested for access to the ten training modules produced under EDI, which in 2013, were distributed to all twenty-seven governorates and the Saqqara Center for Local Development. The ten courses, fully documented with training manuals, trainee reference materials, and training evaluation tools, covered technical subject matter in planning, monitoring, public finance, and local administration. They were intended to be the first installment on a national curriculum for decentralization. At the time, the courses were ubiquitous in the field, having been presented to nearly twelve thousand attendees.

Once again, in August 2015 the Ministry requested all information previously produced concerning assessments of the Saqqara Center for Local Development. The following materials in English and Arabic Language versions (electronic and printed) were provided to the First Assistant to the Minister, who gratefully acknowledged receipt on August 10th:

- Capacity Building for Decentralized Local Administration: A Strategy and Five-Year Plan; January 2011
- Power Point Presentation March 2010 entitled “Current Situation and Development Approaches” for SCLD
- SCLD Assessment Report dated May 25, 2010 (Arabic only)
- Power Point Presentation March 5, 2013 entitled “EDI Training”

The latter document was prepared by the Project Senior Capacity Building Manager during the EDI II phase of the current contract (see Annex D to this report).

Participatory Training – International Study Tours

During this reporting period (i) a request for proposals to organize and facilitate the in-country study tour program in the Republic of South Africa was rewritten and reissued; (ii) a subcontract was negotiated with the successful vendor; and (iii) the subcontract was submitted to USAID for approval.

Also during QTR 4 2015, the EPSP team and the USAID Senior Governance and Democracy Specialist met with the Political and Economic Counsellor and the Marketing Officer at the South African Embassy to Cairo to advise the Embassy staff of the USAID initiative. The August 24th meeting was enthusiastic and cordial with the Embassy staff asking to be kept informed and offering whatever assistance was needed.

Currently, the dates for the study tour have not been fixed because unrelated scheduling revisions within the Ministry have delayed this activity. In all probability, the study tour will be conducted during January 2016.

CAPACITY BUILDING ACTIVITIES DURING THE NEXT QUARTER

Activities in the next quarter will include:

- The English language training course will be concluded by AMIDEAST on November 15th, 2015.
- All training related to expansion of citizen service centers in Aswan Governorate will be completed
- Citizen service center training (customer service skills and technical training on new web-based application) will be provided for ten existing CSCs in Ismailia Governorate
- The technical scope and a request for proposals to design and deliver training modules on feasibility studies will be completed
- Entry of data into USAID TraiNet will be completed.
- A contract will be executed to organize the third-country logistics for the planned study to the Republic of South Africa; now tentatively postponed to January 2016 due to Parliamentary elections in October and November 2015 and the rescheduling of the international conference on SDS Egypt 2030 to November 30th, 2015.

PARLIAMENTARY OUTREACH

With Parliamentary elections now scheduled to be completed by the end of November 2015, an opportunity could arise as soon as January 2016 for the Project to extend support to the newly elected House of Representatives. Any such cooperation from EPSP would be subject to the needs and request of the Minister of MPMAR.

At least two high priority issues for the Ministry will likely dominate the early Parliamentary calendar in 2016, both of which have been deeply embedded in the work of EPSP during the past year; i.e. the SDS Egypt 2030 and Civil Service Law reform. As to the latter, the Presidential action adopting the CSL by Decree in March 2015 will necessarily require affirmation by an act of Parliament.

Furthermore, Parliamentary buy-in for the Sustainable Development Strategy would be an important milestone signifying the unity needed if the Strategy is to succeed. Clearly, the Project is well-prepared and positioned to organize expert advice for the appropriate HoR committee(s) that would be addressing both of these issues.

Other possible areas of support for which EPSP is also uniquely qualified and prepared would include resumption of work on a new local administration law as required in the 2014 constitution.

The support from EPSP could take the form of capacity building, workshops, expert meeting, technical notes and the possibility of a third-country observational study tour for first-hand exposure to alternative best practices.

PROJECT MANAGEMENT

Within this reporting period, the Project received approximately the same number of security alerts and incident reports from the AECOM Global Resilience Group related to ongoing outbreaks of violence in Egypt as had been received during the previous quarter. These advisories serve to protect the health and safety of EPSP personnel to the extent possible in the volatile environment that is Egypt today.

Since inception of the Project, no reportable or serious incidents involving the physical and other assets of EPSP have been recorded, as normal care and prudence is followed at all times. To date, there have been no known breeches, hacking or sabotage incidents, identity theft, backdoor or other intrusions involving the EPSP information systems, the Project having taken reasonable precautionary measures as previously reported.

During QTR 4 FFY 2015, the Project engaged a backup internet service provider (ISP) to furnish emergency redundancy during the sporadic, unpredictable interruptions of service from the primary ISP.

GENDER MAINSTREAMING

In this reporting period the Project continued its strong commitment to gender equity across all the activities of EPSP.

- During July 2015, the EPSP work plan was substantially revised to more clearly and definitively articulate the Project commitment to embed gender equity issues to the extent possible throughout all activities.

Gender Mainstreaming (continued)

- The requests for proposals issued by EPSP for capacity building require that all training material should be gender neutral; i.e. they must include information important to both women and men. One of the instructors on the AMIDEAST English Language training team working with MPMAR was female. A woman teacher at the head of a class takes on a natural leadership role helping to dissuade the traditional stereotypes normally existing in these venues.
- In the request for proposals for the anticipated study tour to the Republic of South Africa, the Project worked to include a gender component in the programming by requiring a woman-run organization be lined up to host one of the sessions. If successful, the Egyptian participants will observe gender issues in South Africa, how they are being addressed by the government, what progress has been made, and what civil society is doing to advocate for more change.
- The Project has taken steps to eliminate any gender bias in the civil service examination questions being written by a team of subject matter experts retained by EPSP to develop thousands of questions for seventeen disciplines subject to the new examination requirements.
- Women represented forty-seven percent of the participants in EPSP capacity building activities during QTR 4 FFY 2015 and fifty-two percent of the attendees at eight ACPSS and CEFRS workshops organized to raise awareness and build support for the SDS Egypt 2030.

DETAILED ACTIVITIES AND EXPECTED RESULTS

EFFECTIVE PLANNING AND SERVICES PROJECT - TIMELINE FOR ACTIVITIES TO ACHIEVE OBJECTIVES

ACTIVITIES AND EXPECTED RESULTS					2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
					1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
1. SUPPORT FOR THE NATIONAL PLANNING PROCESS																					
Expected Results:																					
(1) Planning and budgeting for government investments coordinated and integrated to achieve effective and efficient use of resources, with stakeholder participation to ensure community priorities are addressed																					
(2) The Egyptian vision for the Sustainable Development Strategy Egypt 2030 is completed and ready to be widely communicated to Egyptian citizens by the Ministry of Planning, Monitoring and Administrative Reform (MPMAR)																					
(3) Monitoring and evaluation of the national planning process enabled in a systemized manner using appropriate performance indicators developed for selected government service sectors																					
1.1 SUPPORT FOR THE THIRD PHASE OF PREPARATION OF THE SUSTAINABLE DEVELOPMENT STRATEGY: EGYPT 2030 (SDS)																					
1.1.1	Retain expert consultancy to lead and facilitate the development of sector targets, initiatives, programs and performance indicators for the Strategy																				
	Develop and issue RfP for expert services	C																		Seven firms, policy and academic institutions received the RfP	
	Receive and evaluate competitive responses and select best technical proposal	C																		Six evaluators from the Project and the Ministry unanimously and independently selected Logic Management Consulting	
	Negotiate and award subcontract to selected vendor	X	C																	Subcontract awarded April 6 th , 2015	
	Complete preparation of SDS Egypt 2030 document		X	C																The document was completed June 30 th . It was subsequently reviewed by the MPMAR steering committee during July 2015.	
1.1.2	Execution of SDS Egypt 2030 workshops																				
	Monitor and support workshops shaping each of the ten pillars of SDS Egypt 2030		X	C																Final SDS work shop held June 8 th , 2015	

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
I.1.3	Direct Technical Assistance (TA) to the Ministry (Preparation of the Economic Pillar)																	TA is ongoing. EPSP personnel imbedded into activity
	EPSP personnel support technical development of SDS targets, initiatives and KPIs for various sectors under the Economic pillar			X	C													Work shop phase of this activity is complete
	Support the MPMAR in completing next steps, including preparation of (i) sub-strategies and (ii) detailed plans			X	C													
	Assist with merging the Economic pillar into the final SDS Egypt 2030 document			X	C													
I.1.4	Support for Communication and Outreach on the SDS Egypt 2030																	
	Assist the Ministry <i>as requested</i> with drafting of materials, preparation and support for events, and selected outreach activities			X	X	X	X	X	X	X	X	X	X	X				Activity continuous for life of Project
	Prepare terms of reference (ToRs) for development of SDS website, social media and promotional campaign			C														
	Issue RfPs for website design, social media, promotional campaign and events management			C														
	Design SDS newsletter			X														
	Award contracts for:			C														
	Website and social media design			C														
	SDS promotional campaign			C														
	Conference event management			C														
	Conduct focus group and expert meetings			C														
	Conduct National Conference on SDS			X	X	X												

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
I.2 ADDITIONAL SUPPORT FOR THE NATIONAL PLANNING PROCESS																		
I.2.1	Automated Comprehensive Investment Project Request Template											Activity delayed due to recruitment and retention problems						
	Conduct working meetings with departments of the Ministry of Planning, Monitoring and Administrative Reform to assess deficiencies with current documentation for investment requests			X	X	X	X	X										Preliminary meetings and discussions commenced during third quarter FFY 2015
	Design a new template based upon the above input from the Ministry							X	X	X								
	With the MPMAR information center prepare the template for electronic entry of data and automated submission									X	X							
	Prepare a training manual on procedures to complete the template electronically									X	X							
	Provide capacity building for requesting agencies and MPMAR on completing the template and reviewing the information										X							
I.2.2	Develop National Planning Indicators											Activity delayed due to recruitment and retention problems						
	Prepare report for five sectors on key planning indicators currently in use							X										
	Identify an expert to work with each sector and conduct meetings to develop the technical approach to this task							X	X									
	Conduct two days of workshops with planning officials from <u>each</u> of five sectors to discuss status and data concerns related to indicators and proposed action plan								X	X								Organization of these workshops requires a formal request from the MPMAR Minister and follow-up orientation discussions with senior leadership from the five sectors
	Draft a final report on planning indicators based upon the input of sector experts									X								
	Present findings to MPMAR and finalize indicator report accordingly										X							
	Provide capacity building on use of indicators										X							

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
1.2.2	Develop National Planning Indicators (continued)											Activity delayed due to recruitment and retention problems						
	Coordinate with MPMAR information center to automate the new planning indicators										X							
	Present indicators to senior staff at MPMAR										X							
1.2.3	Strengthened Needs Identification and Planning Role at the Local Level																	
	Prepare study and analysis of implementation of investment plans by directorates at governorate level, including problems impeding implementation								X	X	X							
	Prepare study and analysis of implementation of spatial plans by central authorities, including problems impeding implementation								X	X	X							
	Prepare recommendations on programs to be transferred to directorates											X						
	Provide capacity building for planning departments in the directorates at the governorate level on needs identification and managing investment projects											X						
1.2.4	Methodology for Monitoring and Evaluation (M&E) of Investment Plans																	
	Develop a plan and criteria for monitoring investment projects in the field								X	X	X							
	Prepare a methodology for assessment of investment plans, including by sector and/or region; medium and long-term development impact											X	X	X				

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
1.2.5	Develop Implementation Plan to Improve the Regional Planning Offices														Minister has approved a proposal to work in-depth in two of the seven regional offices as a first phase			
	Desk review of all previous regional office studies and recommendations			X	X													Desk review commenced 3 rd QTR 2015
	Meet with Ministry and regional office staff to review and validate previous findings							X										
	Field visits to two of seven regional offices for in-depth analysis and needs assessment							X										
	Develop a capacity building plan for the two offices in consultation with MPMAR and local administrations								X									
	Prepare implementation plan for agreed improvements								X									
1.2.6	Deliver Capacity Building Modules on National Planning Topics																	
	Identify the training curriculum and target participants for national planning topics and prepare training plan			C														Basic training activities have been approved by the Minister as part of approval of EPSP work plan
	Develop training packages and other materials					X	X		X	X	X	X	X					Activity continuous for life of Project
	Conduct training in accordance with approved training plan								X	X	X	X	X	X	X			Activity continuous for life of Project
	Prepare final report on capacity building activities															X		Final report on capacity building for national planning topics to be completed in FFY 2016
1.2.7	Support for Citizen-Friendly Governorate-Level Investment Plans																	Initially this task will progress in two pilot governorates; possibly Aswan and Alexandria
	Conduct critical review of selected sampling of available plans							X										Activity delayed due to personnel recruitment and retention problems
	Identify major shortcomings and design new presentations								X									
	Support publication of selected plans according to the new design								X	X								
	Disseminate newly designed plans and survey citizen reaction.									X								

ACTIVITIES AND EXPECTED RESULTS	2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
	1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS

1.3 SUPPORT FOR THE NATIONAL PLANNING PROCESS THROUGH IMPROVED PUBLIC FINANCE MANAGEMENT

Expected Results:

- (1) Standardized cost criteria used in preparing project requests and justifications in planning infrastructure investments
- (2) Completion of investment projects on schedule and within budget more likely because of consideration of the medium term expenditure framework (MTEF) concepts
- (3) More equitable distribution of local development funds among the Governorates and across urban and rural units, reflecting need, wealth, population and other relevant factors
- (4) Public finance management (PFM) principles applied in the infrastructure investment planning process

1.3.1	Develop Standardized Unit Costing for Investment Projects																Activity delayed due to personnel recruitment and retention problems
	Collect and analyze information from MPMAR and all sectors on standards or methodologies currently used to estimate cost of projects							X	X								
	Organize meetings with MPMAR and sectoral departments to discuss data and draft database of standard costs for each sector								X								
	Validate the databases using focus groups, expert meetings and consultants								X	X	X						
	Present the validated, draft databases to MPMAR and respective sectoral agencies to obtain agreement on standardizing cost estimates for investment project proposals									X	X						
	Request Decree from the Minister of MPMAR to activate the new standards										X						
1.3.2	Introduce Medium Term Expenditure Framework (MTEF) to Shape National Planning																Activity delayed due to personnel recruitment and retention problems
	Work with the MoF to identify the 3-year spending limit for the State investment plan							X									
	Conduct an MTEF informational workshop for MPMAR and sectoral agencies							X									
	Develop forms to implement MTEF for the investment plan, including SDS components								X								

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
I.3.2 Introduce MTEF to Shape National Planning (continued)																		
	Coordinate with MPMAR and ministries to arrange technical assistance to develop individual MTEF investment plans consistent with national KPIs								X	X	X							
	Draft MTEF investment plans for 3-years									X	X	X						
	Discuss plans with MPMAR and MoF and revise as needed											X	X					
	Finalize plans and include in electronic system of MPMAR information center													X				
I.3.3	Review the Distribution Formula for Local Development Investment Funds																	Activity delayed due to personnel recruitment and retention problems
	Prepare a report on implementation of the current local development funding formula									X								
	Consult with national and local stakeholders to assess the benefits and problems with the current formulas									X	X							
	Review current programming of local development funds including how allocated and rates of implementation											X	X					
	Assess the impact of various options for revising the allocation formula parameters in order to find the optimal distribution for achievement of GoE objectives										X	X						
	Design a template for use in requesting investments for local development program												X					
	Conduct workshops with governorates on completing the investment request form												X					
	Conduct workshops with regional planning personnel on how to review and evaluate completed investment request templates													X				
I.3.4	Introduce Public Finance Management Considerations (PFM)																	
	Prepare training plan and materials for capacity building on applicability of PFM to MoF & MPMAR investment planning							X	X	X	X	X	X	X				

ACTIVITIES AND EXPECTED RESULTS	2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
	1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS

2. SUPPORT EFFECTIVE SERVICES THROUGH ADMINISTRATIVE REFORM

Expected Results:

- (1) Public sector employees better qualified and more responsive because of the new Civil Service Law
- (2) Web-based application for citizen service centers implemented and tested in one Governorate
- (3) Additional physical CSCs opened by MPMAR with support from the Project.
- (4) Easier access to selected government services for business and citizens.
- (5) Increased and improved opportunities provided for citizens to engage with their local administration.
- (6) Communication and outreach campaign developed to raise awareness of the CSC concept, and promote the importance of the centers as a tool to combat corruption.
- (7) Recruitment and hiring procedures for CSC staff reflect a gender lens
- (8) Continuous measurement of the effectiveness of the citizen service center program facilitated

2.1 SUPPORT FOR THE CIVIL SERVICE LAW (CSL)

2.1.1	Support preparation of executive regulations for the CSL																Regulations approved by CoM June 24th 2015
	Conduct workshops and expert meeting to detail articles of the Regulations			C													Three major conferences and several meetings conducted during May and June
	Prepare technical notes defining various aspects of the executive regulations			C													Nine technical notes covering the regulations completed during May/June
	Finalize executive regulations for adoption and conduct public awareness events to raise visibility			C													
2.1.2	Support the activities of the Administrative Reform Forum																Activity continues for life of project
	Prepare technical and professional materials on the CSL for presentation at the Forum			C													The Forum was provided materials on the CSL at the session on June 14 th , 2015.
	Organize Forum sessions on the CSL			X	X	X	X	X	X	X	X	X	X				
2.1.3	Additional support for the CSL and executive regulations																
	In cooperation with MPMAR and CAO A develop civil service examination bank			X	X	X	X	X	X								
	Assessment of 27 CAO A directorates			X	X												
	Prepare 360 degree appraisal system					X	X	X									
	Analysis of best practices and support for early retirement incentive systems					X	X	X									

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
2. SUPPORT EFFECTIVE SERVICES THROUGH ADMINISTRATIVE REFORM (CITIZEN SERVICE CENTERS)																		
2.2 ENHANCED AND EXPANDED COVERAGE OF CITIZEN SERVICE CENTERS																		
2.2.1	Comprehensive assessment and review of existing system of citizen service systems including the nature of services provided																	
	Conduct on-site visit sampling data as necessary, compile available data and complete desk-review documenting the current situation		C															Site visits conducted to Beheira and Aswan during 2 nd QTR 2015
	Prepare options for implementation of improvements weighing priority of need, cost, and timetable; e.g. select one Governorate for expanded coverage		C															Options completed during March 2015 to expand coverage in Aswan Governorate
	Select preferred option, and prepare implementation plan		X	C														Preferred option submitted to USAID on March 26 th , 2015. IRM approved May 19 th , 2015
2.2.2	Implementation of CSC expansion plan																	
	Prepare and execute MoU with Governorate and MSAD defining roles and responsibilities		X	X	C													MoU completed. Signed by MSAD and Chief of Party on August 31 st , 2015
	Assess equipment and hardware in live CSCs at Aswan City and Nasr El-Nubia district			C														Activity complete with exception of the LAN. Any required equipment or hardware to be funded by MSAD
	Establish CSC staffing selection committee from MSAD, Governorate and the Project			C														Except for provision of customer service training, which commenced during the fourth quarter FFT 2015, the Project has completed all required activities with respect to CSC personnel for which EPSP is responsible
	Develop CSC organization chart and job descriptions			C														

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
2.2.2	Implementation of CSC expansion plan (continued)																	
	Conduct candidate interviews and testing			C														
	Select CSC staff			C														
	Provide customer skills training for CSC staff including: Aswan Ismailia			X	X	X												
	Prepare specifications for required equipment			C														
	Procure hardware and equipment			X	X	X												
	Deliver and install equipment to new CSC sites supported by EPSP				X	X	X											
	Prepare and test local area networks as required at CSC sites					X	X	X										
	Activate internet services							X										
	Install operating systems (hardware and servers)							X										
	Prepare and test domain							X										
	Data entry (new sites) or transfer (existing sites)						X	X										
	Site visits to Ismailia CSCs to assess equipment and hardware					X												
	Install application and training Aswan Ismailia						X	X										
	Data migration to new application in Ismailia							X	X									
	Formal opening(s) of Aswan sites							X										Formal opening January 2016
	Install server hardware at the data center							X										

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS	
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS	
2.2.3	Develop a plan and proposal(s) for CSC sustainability																		
	Retain expert services to lead activity				X	X													
	Conduct workshops to identify options					X													
	Prepare final report for consideration						X												
2.2.4	Support for a business investment center (one-stop-shop) in Aswan for improved business services																		
	Conduct technical site visits to operational facilities elsewhere in Egypt, and follow-up with review of potential locations in Aswan				C														EPSP visited business investment centers operated by GAFI in Cairo, Ismailia and Tenth of Ramadan City and potential site locations in Aswan during September and October
	Organize a visit to Aswan by GAFI for discussion of spatial requirements and site visits to compatible locations					X													
	Prepare feasibility study and budget estimate						X												
	Negotiate MoU defining obligation of the parties							X											
	Support implementation of agreed solution							X	X	X	X	X							
2.2.5	Support for GIS technology center in Aswan																		The Aswan facility would be a modified version of the Beheira Utility Data Management and Urban Planning Center (BUDC)
	Organize visit to Aswan by experts from BUDC to advise on possible options to address needs in Aswan Governorate					X													
	Prepare feasibility study and budget estimate						X	X											
	Negotiate MoU defining obligation of the parties								X										
	Support implementation of agreed solution								X	X	X	X	X	X	X				

ACTIVITIES AND EXPECTED RESULTS	2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			POTENTIAL CRITICAL PATH ITEMS
	1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	CURRENT STATUS

3. COMMUNICATION, OUTREACH, AND LOCAL PARTICIPATION

Expected Results:

(I) Improved citizen participation in planning, budgeting, monitoring and evaluation of projects

3.1 COMMUNICATIONS AND OUTREACH

3.1.1	Technical assistance and support to the GoE and MPMAR to engage citizens in the administrative reform process																
	Support MPMAR and other GoE agencies to conduct advocacy events on reform							X	X								
3.1.2	Communication/public awareness programs demonstrating how reforms improve governance and impact citizens																
	Support programs to promote and build understanding and support for new laws and executive regulations							X	X	X							
	Conduct subject matter events, such as conferences and workshops, promoting the specific reform agendas of EPSP counterparts																Events to be conducted on a regular basis, as needed, throughout the life of the Project

3.2 LOCAL PARTICIPATION

3.2.1	Program to encourage local participation in planning and budgeting																Activity delayed due to personnel recruitment and retention problems
	Develop designs for the citizen friendly investment plan per governorate							X	X								
	Support the ministry in developing the content of the governorates plans							X	X	X							
	Publish the governorate-level citizen friendly investment plans							X	X	X							
	Support the ministry in disseminate the governorate-level citizen friendly plans									X	X						

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			POTENTIAL CRITICAL PATH ITEMS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	CURRENT STATUS
4. CAPACITY BUILDING																		
Expected Results:																		
(1) Capacity building completed for all EPSP program implementations																		
(2) Parliamentarians and local council members serving on budget and planning committees and selected national and local executives trained on national and local planning processes and decentralization																		
4.1 CAPACITY BUILDING TO SUPPORT EPSP TECHNICAL ASSISTANCE ACTIVITIES																		
4.1.1	Prepare EPSP two-year capacity building plan to support Project activities																	
	Review all previous training modules already in existence to determine applicability to EPSP scope of work		X	X	X	X	X											
	Determine initial requirements for new modules or updating of existing materials		X	X	X	X	X											
	Agree with MPMAR on training plan for new EPSP activities, methods and venues for delivery of capacity building and timetables		X	C														The Minister of MPMAR approved at least eight training activities as part of the EPSP work plan on May 25 th , 2015, which are imbedded in respective sections of this table.
	Initial modules of capacity building are needed for:																	
	National Planning Process								X	X	X							
	Parliamentary Outreach																	Not yet programmable
	CSC Enhancement and Expansion			X	X	X	X											Includes Ismailia (see section 2.2.2 above)
	Participatory Planning and Budgeting																	Not yet programmable (local council target)
	Skills Training for MPMAR & MSAD personnel:																	
	(i) English language training			X	X	X	X											Training to be completed Nov. 15 th , 2015
	(ii) Training media office personnel				C													Training covers topics including press releases, media campaigns and messaging

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			POTENTIAL CRITICAL PATH ITEMS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	CURRENT STATUS
4.2 PARTICIPATORY TRAINING – INTERNATIONAL STUDY TOURS																		
4.2.1	Study tour to Republic of South Africa for the MPMAR																	
	Comparative analysis of proposed venues		X	C														Minister of MPMAR approved RSA venue 5/25/15
	Issue RfP for in-country facilitation			X	C													
	Execute contract with selected vendor				C													
	Submit study tour program to USAID				X	X												
	Conduct study tour						X											
4.3 CAPACITY BUILDING FOR LOCAL COUNCILS																		
4.3.1	Deliver orientation training for newly elected local councils																	
	In consultation with MPMAR prepare basic curriculum for newly elected local council Members and develop means for delivery of training to the widest audience possible																	Direct training for local council members will commence upon their election and taking office, (expected in 2016) the second and final year of EPSP
	Provide training on roles and responsibilities of local councils																	
	Provide training on concepts of fiscal decentralization, planning and budgeting to members of the planning and budgeting committees of local councils																	

	2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
ACTIVITIES AND EXPECTED RESULTS	1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS

5. PARLIAMENTARY OUTREACH

Expected Results:

- (1) Members of selected committees of the House of Representatives (HoR) provided with technical support and awareness raising
- (2) Permanent staff of selected committees of the House of Representatives oriented on technical issues
- (3) House Members and permanent staff trained

5.1 STRENGTHENING THE AWARENESS AND KNOWLEDGE OF PLANNING AND BUDGET COMMITTEE MEMBERS

5.1.1	Support Committee chair and members to discharge their legislative role effectively													Assumes fulfillment of Parliamentary elections and cooperation of Committee chair(s). In March 2015, the SCC issued a decision that the election law violated the Constitution. This will delay the elections.			
	Work with the Committee chair and members to identify needs and priorities																Parliamentary outreach activities will commence upon the election and taking of office by the new House of Representatives, (expected in FFY 2016) the second and final year of EPSP implementation. Elections scheduled in two stages for October and November 2015
	Prepare an implementation plan and secure agreement with Committee chair																
	Organize orientation sessions on legislative roles of the Committee, internal rules and operations, report writing and conduct of hearings																
	Assist in drafting proposals to address new assignments in the Constitution and/or the uniform planning law																

		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16						CURRENT STATUS
ACTIVITIES AND EXPECTED RESULTS		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
5.1.2	Provide capacity-building opportunities for House Members and permanent staff, using in-house personnel, and other experts or institutions																	
	Conduct rapid needs assessment for Members and staff																	Parliamentary outreach activities will commence upon the election and taking of office by the new House of Representatives, (expected in FFY 2016) the second and final year of EPSP implementation Elections scheduled in two stages for October and November 2015
	Identify thematic needs of Members and staff (e.g. such topics as public finance, planning and budgeting, participatory planning, research tools and methods, and reporting)																	
	Identify institutional provider(s) for orientation courses and materials (e.g. FEPS research institutes; Institute of National Planning).																	
	Prepare training material using EDI I training packages and other produced orientation material																	
	Conduct training for MPs and permanent staff pursuant to a final agreed, detailed training plan																	
	Conduct participatory training activities on specialized topics to strengthen the capacity of House members to meet the responsibilities for which they were elected																	

YEAR ONE ANNUAL HIGHLIGHTS

SUMMARY OF FFY 2015 ACTIVITIES AND ACCOMPLISHMENTS (SERVICES DELIVERED AND PROGRESS TOWARD RESULTS)

INTRODUCTION

The initial year of implementation of the Effective Planning and Services Project was challenging, but nevertheless productive: in large measure, due to the strong support from and partnership with USAID and AECOM. If nothing else, the two revolutions in Egypt have clearly widened the space where USAID traditional technical assistance is vital.

Year one of EPSP implementation was more accurately forty-nine weeks in duration, having commenced on October 20th, 2014 or five days after the formal lifting of the stop work order which had to that point suspended activities of EDI II for approximately fifteen months. The crucial bilateral agreement between the governments of the United States and Egypt, which had eluded EDI II throughout all of 2013, was itself a dramatic cliffhanger, being approved on the last possible day – September 30th, 2014.

This first year has established the necessary momentum to complete EPSP with a strong finish; i.e. ending on a high note of successful accomplishment in September 2016. The early months of the past year, aside from the complex process of remobilizing the EDI II effort, which had been delayed for approximately sixty-five weeks, was largely engrossed with sorting out the relationship between the Project and the Ministry. In particular, this was focused on the expectations of the Ministry about the details of the support they were seeking from EPSP.

This was not a simple task, indeed the process continues to this day. Unforeseen early on in the remobilization phase was the intensive involvement of the Project in (i) preparation of the Sustainable Development Strategy Egypt 2030 and (ii) support with drafting the executive regulations for the new Civil Service Law. The latter activity arose suddenly as an urgent priority during March 2015 when the President of Egypt unexpectedly decreed the Law into immediate effect rather than delaying it until after Parliamentary elections. This action by the President reflects a strong need to fix what most observers would agree is a seriously outmoded, inefficient and broken system.

The deeper role for the Project in support of SDS Egypt 2030 was the outcome of a meeting between the Director of the USAID Mission and the Minister of Planning, Monitoring and Administrative Reform in Nasr City on February 3rd 2015. The head of the Democracy Office at USAID and the Contract Office Representative (COR) also attended as did senior staff from EPSP.

Within one week of this seminal meeting, direct support was provided to the Ministry for what was the largest workshop assisted by EPSP to that point in time. On February 10th, ninety-two participants attended this event at the premises of the Ministry of State for Administrative Development (MSAD) for an introductory workshop carrying forward the third phase⁴ of preparation of the Strategy. Approximately half of the participants were from government ministries and the other half were from academia, the private sector, community organizations, and other segments of the general population, reflecting the eclectic makeup desired by the Ministry for the framers of this Strategy.

⁴ The first two phases were completed during 2014. Phase one (preparatory) consisted of a situational review and analysis and study of earlier, similar initiatives in Egypt and worldwide, and was prepared during January-March 2014. From April-September 2014, phase two was involved with development of the main approach and structure to be employed in the preparation of the final Strategy.

SERVICES DELIVERED AND PROGRESS TOWARD RESULTS

SUPPORT FOR THE NATIONAL PLANNING PROCESS

In terms of EPSP activities under the rubric of the national planning process, there are two major and significantly discrete subsectors that are being addressed. The first is long-term *strategic* planning as reflected in the Sustainable Development Strategy Egypt 2030. When implemented, the Strategy will function somewhat like a master (or macro) planning tool or filter through which individual sectoral decisions may be screened.

On the other hand, the *annual* plan developed within the Ministry of Planning, Monitoring and Administrative Reform sets forth the infrastructure investments to be financed in the next State budget.⁵ This activity is often referred to in other settings as a capital budgeting process rather than planning. Irrespective of the terminology used, the process involves consideration of fiscal parameters; and related programmatic and financial justifications, and feasibility studies.

The Project therefore is working to support the Ministry not only on the strategic issues of the next decade and a half, but also on improving the day-to-day transactional business of formulating the annual investment budget proposal. This is part of what is referenced herein as “support for the national planning process.”⁶

Sustainable Development Strategy: Egypt 2030

A major milestone in the evolution of the SDS Egypt 2030 initiative was reached during this year with completion of the technical content of the Strategy, subject only to final formatting and editing which will be accomplished when the Ministry releases the document for finalization. The capstone for this achievement will be an international SDS Conference to be convened early in FFY 2016. The Conference will feature discussion of some of the major components (or pillars) of the Strategy and begin in earnest a comprehensive effort of communication, outreach and awareness-raising to achieve the widest possible support for the Strategy from the citizens of Egypt.

Getting to this stage was a significant and lengthy task for the Ministry of Planning, Monitoring and Administrative Reform, the last nine months or so with direct support from EPSP. The overall effort has begun by the Ministry in January 2014, almost a full year prior to the resumption of the Project. This first phase involved MPMAR making preparations for the task, including a situational review and analysis and study of previous, similar initiatives in Egypt and elsewhere.

This study included review of earlier visions expressed by Egyptian community organizations, and consideration of past strategic plans for Egypt prepared by the Ministry of Planning; the Information and Decision Support Center; the General Authority for Urban Planning; and the Ministry of Education. Internationally, the Ministry team working on SDS Egypt 2030, reviewed previous efforts from Australia, Bahrain, India, Kenya, Kuwait, Malaysia, Turkey, United Arab Emirates and Zambia.

Phase I was completed during January-March 2014. From April-September 2014, phase II was involved with development of the main approach, structure, vision goals and sub-objectives to be employed in the preparation of the final Strategy. Importantly, there was extensive participation in this phase by community organizations and the private sector in order to develop what will truly be the “peoples” strategy and not just another long-term plan that gathers dust in some archive.

⁵ However, if EPSP is successful in efforts to introduce medium term expenditure frameworks (MTEF) into the process, the annual plan would become a rolling triannual plan.

⁶ Not included in this activity is *spatial* planning, in some places used synonymously with *urban* planning, which is the responsibility of the individual service sectors.

Sustainable Development Strategy: Egypt 2030 (continued)

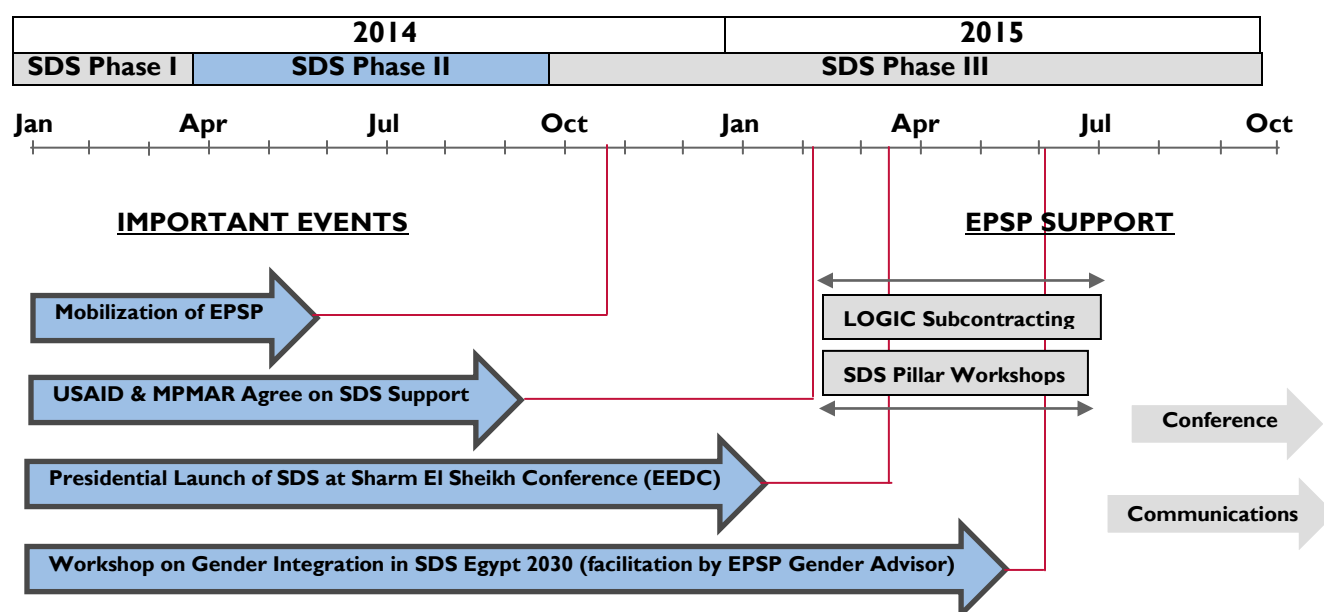
Phase III was completed this past year with extensive participation by EPSP which provided both technical and logistical support. Following a competitive procurement, the Project engaged a local consultancy to organize and manage the input from subject matter experts and others needed to formulate the final recommendations for nine of the ten pillars. The tenth pillar (Economy) was prepared by the Ministry with direct support from EPSP.

In addition, the Planning and Policy Senior Advisor and other personnel from the Project were actively engaged in technical solutions prepared for the pillar on Transparency and Efficiency of Government Institutions. Furthermore, the Project supported the conduct of nearly fifty individual workshops from February 10th to June 8th, 2015 in preparation of the final recommended strategy for each pillar. More than eleven hundred participants attended these workshops (see Annex B to this report).

During this phase, final goals, key indicators and proposed initiatives were prepared for each of the ten pillars comprising the Strategy and the final SDS Egypt 2030 technical document was completed, requiring only final formatting and editing. This is an Egyptian strategy, conceived and developed by Egyptians, with EPSP facilitating the important third phase of the process, providing vital support.

The high-level timeline shown below depicts the evolvement of the SDS EGYPT 2030 through the end of FFY 2015 (this reporting period). Clearly this is not the end of the process; it is simply a completion of another stage, hopefully on the path to an improved quality of life for all citizens of Egypt.

SDS TIMELINE JANUARY 2014 – SEPTEMBER 2015



The narrative on the following pages provides more detail about EPSP support for this very complex activity during the past year. The breadth of expertise needed to facilitate this process exceeded the capability of EPSP to efficiently and economically provide the required support through the limited permanent staff of the Project, resulting in the decision to competitively outsource the task. The procurement was completed in April 2015 following issuance of a request for proposals, evaluation of bids by a joint selection committee from the Project and the Ministry, negotiation of final contract terms and execution of a subcontract with a local firm.

Sustainable Development Strategy: Egypt 2030 (continued)

The completed SDS Egypt 2030, prepared by the EPSP subcontractor is a massive document covering virtually every service sector of the government. In its simplest form, using a highly inclusive, expertly informed, methodical and interactive workshop approach, the process involved:

- (i) Setting long-range and intermediate goals for ten of the twelve major components or pillars that comprise the SDS Egypt 2030 vision;
- (ii) Prescribing key performance indicators (KPI) to measure the success or failure to achieve these goals;
- (iii) Defining administrative actions or further studies, initiatives and programs by which the goals would be accomplished; and finally
- (iv) Integrating the individual components into a coherent, unified comprehensive vision which, with the strong support of the GoE institutions and the people, could become the guiding framework for all future government activity such as public sector investments, budgetary priorities, regulatory decisions and the like.

To summarize, the important core principles underlying the Strategy are (i) inclusiveness, (ii) comprehensiveness, (iii) reality-based, and (iv) sustainable; in the words of the EPSP subcontractor:

“This strategy is [also] distinguished by: first, the participation of all the stakeholders in its preparation from the Government and the private sector, civil society organizations and others. Therefore, it is a collective institutional work. Second, it is a comprehensive and coherent integrated strategy based on specific scientific methodology and thus addressing the minds of the people and not their emotions and instincts. Third, the starting point is to take into account the dimensions of the Egyptian reality on the ground and not through the application of known theories or ideas or general concepts on this reality. Fourth, it always takes into account the developmental aspects of not only the interests of the present generation but also the future generations, which makes sustainable development a genuine part of this strategy.

Perhaps the most notable elements of the success of this strategy is the public awareness of its importance and motivation and response to support the strategy”
[emphasis added]

The Ministry has consistently promoted the SDS Egypt 2030 as a “peoples” strategy, and not a Government strategy. This construct is intended to ensure the continuity of the effort no matter any future changes in the Presidency or the Government. Whether this tactic is successful or not will depend upon many factors including (i) the effectiveness of the outreach and communication effort to promote the strategy; (ii) the ability to deliver on some promised results early on following the rollout of SDS Egypt 2030; and (iii) the complete support of all stakeholders within the Government, particularly the bureaucracy; and, potentially the to-be-elected House of Representatives.

By year end, the work on SDS Egypt 2030 was presented on the world stage as President Abdel Fattah Al-Sisi delivered a speech at the United Nations Sustainable Development Goals Summit on September 25th 2015.⁷ The President articulated his vision for a new Egypt in the context of the sustainable development strategy for 2030 with a powerful statement, which said in part:

“Our aim is to build a new Egypt, a state that respects rights and freedoms, honors its duties and ensures the coexistence of its citizens without exclusion or discrimination, a state that respects and enforces the rule of law, guarantees freedom of opinion for all and ensures the freedom of belief and worship, a state that is determined to achieve growth, prosperity and a promising future that meets the aspirations of its people...”

The strong Presidential support for the Strategy, both in the run-up to the Sharm El Sheikh Conference (EEDC) during March 2015 and continuing thereafter⁸ to this UN appearance, will substantially improve the prospects that the SDS Egypt 2030 will actually become the unifying road map that will lead Egypt to a brighter future. This high-level imprimatur for the SDS Egypt 2030 will provide much-needed impetus to help navigate the Strategy through the vast government bureaucracy that must implement the vision over the coming fifteen years.

For FFY 2016, the focus of Project activities will shift toward support for programs of communication, awareness raising and outreach to facilitate a sound understanding of the Strategy among the general population and other stakeholders. The SDS Egypt 2030 is a professionally sound, achievable vision; the major remaining task before it can be implemented is to build a strong consensus of support among the government and the governed.

Development of Key Performance Indicators for the SDS

Development of 224 key performance indicators (KPIs) across nine of the ten pillars (excepting the Economy pillar) was concluded with the full support of EPSP subcontractor LOGIC Management Consulting (LMC) as summarized below:

Pillar	No. of KPIs	Pillar	No. of KPIs
Culture	29	Knowledge, Innovation and Scientific Research	38
Education	41	Social Justice	29
Energy	14	Transparency and Efficiency of Government Institutions	16
Environment	18	Urban Development	18
Health	21	Economy (not included in the subcontract)	-

Going forward, these performance indicators developed with USAID-EPSP technical and logistical support will be used to track the progress, or lack thereof, in meeting the goals of the SDS Egypt 2030.

⁷ The year 2015 coincidentally marked the seventieth anniversary of the formation of the United Nations in 1945.

⁸ For example, on June 23rd, 2015 a briefing on the Strategy was provided to President of Egypt by the Minister of MPMAR as widely reported in stories by El Gomhorya, El Akbar, and Al Albawabh newspapers, among several others. According to the extensive press coverage, the Presidential spokesperson reported that the President emphasized the importance of implementing the Strategy, including the need to provide training to a cadre of senior state and governorate-level personnel within the strategic sectors.

Execution of SDS Egypt 2030 Workshops

The substantive, intellectual and policy work on SDS Egypt 2030 was initiated at a series of workshops (usually four or more for each pillar). The Project supported the expenses related to these workshops. To the extent possible, the costs were minimized by scheduling the events within governmental premises.

Although the EPSP support for SDS Egypt 2030 covered all aspects of the unified Strategy and every one of the ten pillars now under development, the Project was especially engaged with the sector on Transparency and Efficiency of Government Organizations because of the direct relationship of this component to the Effective Planning and Services Project. Accordingly, the EPSP Planning and Policy Senior Advisor and other Project personnel were active participants in all workshops for this pillar and provided substantive leadership and technical assistance to support the preparation of the final document for this section of the SDS Egypt 2030. The Project efforts on this pillar directly complemented activities of EPSP supporting administration reform through its work on the new Civil Service Law.

Personnel from EPSP also actively participated in selected workshops whenever feasible beyond those involving transparency and government effectiveness. The Project supported at least forty-eight separate pillar workshops that were conducted during this third and final phase of preparation of the Strategy:

Pillar	Workshops	Pillar	Workshops
Culture	4	Knowledge, Innovation and Scientific Research	2
Education	4	Social Justice	4
Energy	5	Transparency and Efficiency of Government Institutions	5
Environment	5	Urban Development	5
Health	7	Economy (not included in the subcontract)	6

In addition to these workshops, the EPSP subcontractor participated in scores of preliminary meetings, alignment discussions and ministerial briefings with participants and stakeholders responsible for the content of each pillar.

The nature of SDS Egypt 2030 workshops to be supported during the final year of the Project will shift from technical development of the Strategy itself, to a series of focus group and expert meetings; these events, beginning in August 2015, have been designed to inform and raise awareness about the SDS Egypt 2030 initiative with the public at large (see the subsection below on Communication and Outreach for the SDS Egypt 2030).

Direct Technical Assistance to the Ministry (Preparation of the Economy Pillar)

During FFY 2015, the Project supported eight separate workshops related to the Economy pillar of the SDS Egypt 2030. These events, which engaged a total of nearly one-hundred participants, covered a broad swath of the economy including:

- Housing
- Supply and internal trade
- Macroeconomics
- Tourism
- Architectural development
- Agriculture and water resources
- Banking and financial sectors
- Communications and information technology

Support for Communication and Outreach on the SDS Egypt 2030

Until July of 2015, the Ministry had advised EPSP that awareness and outreach for the SDS Egypt 2030 would be handled by the MPMAR communication organs working directly under the Minister.

This decision by the Ministry was suddenly reversed and the Project was tasked with providing substantial technical assistance, logistics and other support for the communication strategy beginning immediately.

This activity is arguably as important as the preparation of the Strategy itself was because the final success of this GoE initiative will depend greatly upon popular citizen acceptance. The Ministry will lead the effort and EPSP is providing support consistent with the Project scope and budget. Some of the new activities initiated under this component in Year One include:

- Development of an SDS Egypt 2030 website and social media tools
 - The Project has awarded a contract pursuant to a competitive RfP to develop the website and social media designs and support maintenance thereof for one-year.
- Competitive procurement for design of the SDS Egypt 2030 informational campaign and logo(s).
 - A number of alternative graphic logo designs have been developed by the EPSP service provider for consideration and approval by the Ministry
- Award of a contract to produce an SDS video
- Preparatory work on all aspects of a major international Conference to be held during November 2015
 - The Conference will be planned to host approximately seven-hundred fifty persons, representing the largest single gathering for any EPSP activity organized to-date.
- Conduct focus group and expert meetings on the content and objectives of the Strategy
 - Two prestigious Egyptian institutions, Al Ahram Center for Political and Strategic Studies (ACPSS) and the Center for Economic and Financial Research and Studies (CEFRS) will organize the initial series of workshops designed to bring public, media and academia attention to the Strategy
- Translation of the Strategy into multiple foreign languages

In addition, the Project will provide any additional support required by the Ministry of Planning, Monitoring and Administrative Reform to advance discussions of gender-related goals as a part of this Strategy; and is well positioned to offer further support to the Ministry when it comes to any related communications and outreach strategies.

Additional Support for the National Planning Process

The current capacity building plan for EPSP, with support from the Minister of MPMAR during QTR 3 FFY 2015, includes four modules being developed to support the national planning process:

- Modern Approach to National Planning
- Feasibility Studies: Preparation, Analysis and Evaluation
- Feasibility Studies: Assessment
- Planning Methodology Training

As described in detail in earlier sections of the QTR 4 FFY 2015 report, commencing on July 1st, 2015 the Project launched a ninety-hour program of English language training for seventy-nine Ministry staff.

Also in July, at the request of the Ministry, the Project produced an English-language translation of the Law on the Institute of National Planning, a degree-granting higher education institution affiliated with the Ministry of Planning, Monitoring and Administrative Reform. The Law was adopted by Presidential Decree No. 13 of 2015 on February 25th, 2015.

This was the first comprehensive re-write of the original statute which established the Institute back in 1960 and is clearly intended to align the Institute with the current, broader portfolio of the Ministry and its movement toward a more modern planning posture. The translation was delivered to the Ministry on July 29th, 2015.

Implementing a vital aspect of Project support for the planning process, the EPSP Policy and Planning Senior Advisor provided direct consultation during QTR 3 FFY 2015 for Ministry efforts to draft a first-ever unified planning law that will harmonize the planning process in Egypt at the local, regional and national levels. The current legal structure governing planning responsibilities, which dates back to 1973, has resulted in an inconsistent and inefficient patchwork approach for government infrastructure investments.

The new law will seek to standardize and rationalize planning across the sectors and avoid a multiplicity of laws and plans for each Ministry (e.g. individual plans for the Ministry of Local Development or the Ministry of Housing). With this law, the GoE will be able to implement a unified, integrated development plan that is linked to the strategic vision for Egypt.

Automated Comprehensive Investment Project Request Template

Discussions and technical review were initiated during the third quarter of this year on the current request form that government entities use to justify funding of proposed projects from the investment chapter of the State budget. The objective of this activity is to improve the information based on which development projects are selected and to provide a consistent quality of budgetary information to judge not only the initial investment costs for projects but the corresponding full life-cycle expenditures as well.

The expected result of this initiative is improved planning and budgeting for government investments. The Ministry will have enhanced capability to assess the feasibility of requested projects and will be able to prioritize them in a rational manner based upon need, economic impact, gender considerations and other criteria. The new templates will also provide the capacity to judge proposed development projects in terms of their concordance with the main initiatives of the Sustainable Development Strategy Egypt 2030.

The process of designing the revised request template and training personnel from the MPMAR, and other ministries and authorities on the preparation and analysis of the new request format will be completed during FFY 2016.

Support for Development of National Planning Indicators

The Project also initiated preliminary consultation with the Ministry to examine needed mechanisms for linking the outputs of SDS Egypt 2030 and the indicators used by the different major government entities

to render decisions on proposed investment projects. The Project has tentatively agreed with the Ministry to focus on specific sectors including but not limited to water and sewerage, transportation, and energy.

Develop an Implementation Plan to Improve the Regional Planning Offices

The Project initiated a desk review this year of some of the previous studies prepared in relation to the regional planning offices of MPMAR. Aside from the Cairo regional office, which covers Cairo and Giza Governorates, there are six dispersed offices in outlying regions serving (i) Upper Egypt; (ii) Middle Egypt; (iii) Suez; (iv) The Delta; (v) Assiut; and (vi) Alexandria.

Based on 2009 data, the staffing complement of these offices was relatively low; averaging just eleven employees at each location with a minimum of six (Upper Egypt) and a maximum of sixteen (Alexandria). By way of perspective, one-half of the Ministry of Planning regional offices had fewer employees than each of the four EDI field offices had during that same year. In 2009, the regional office workforce consisted of a significant proportion with university graduate and post-graduate qualifications (forty-five percent) but at the time only about one in seven was under the age of forty-five years. The 2009 study completed by EDI also noted that on average there were only two computers in each office and that one location (the Delta regional office) had no computers at all at that time.

Two revolutions have ensued since the above data was collected; as such, this earlier study must be updated before any proposals can be prepared to improve the planning function at the regional and local levels. However, there is no indication or reason to believe that the situation has markedly improved since 2009.

The Project also launched discussions with the Ministry on how best to approach modernization of the business model for these regional offices in order to improve coordination of local and regional planning with the national planning priorities. The regional offices are the appropriate focus for this coordination effort as they are responsible for monitoring the progress of government investment projects at the regional level.

Following these discussions, a decision was reached to work with two of the Ministry regional offices, most likely the Aswan and Alexandria operations which geographically cover the north-south extremities of the nation. The Project will prepare proposals to enhance the capacity of these two offices to fulfill their mandate effectively and efficiently. Selectively, depending upon adoption of the proposals by the Ministry and availability of sufficient funds in the EPSP budget, some of the proposed reforms may be implemented on a pilot basis.

In addition, EPSP will promote and support efforts of the regional planning offices to cooperate with civil society organizations, women and youth in monitoring, disseminating, and prioritizing government investment projects at the local and regional levels.

Deliver Capacity Building Modules on National Planning Topics

Working with the Ministry, the Project has identified initial training priorities, required courses and the planned participation, as part of the EPSP support for the national planning process. Training packages and other materials will be prepared by EPSP and training will be delivered on the following topics: (i) modern approach to national planning; (ii) planning methodology and tools; and (iii) preparing and understanding feasibility studies. A final report on the training provided by EPSP will be submitted to the Ministry, including data collected as to the effectiveness of the training.

As discussed in more detail in the QTR 4 FFY 2015 portion of this report, the capacity building provided by the Project also includes a thirty-day course on English language learning for up to eighty professional staff in the Ministry. The objectives of the training include: (i) readiness to use English in the workplace; (ii) familiarization with English business language; (iii) ability to utilize international reports in the English language; (iv) competence for writing in English; (v) delivering presentations in English; and participation in discussions and meetings conducted in English language.

Presumably, many of these Ministry personnel will have an opportunity to test their newly-honed English language skills at the SDS Egypt 2030 International Conference on November 30th, 2015, by which time the training course will have been completed.

Support for the national planning process through improved public finance management

Virtually all of the major activities of the Ministry of Planning, Monitoring and Administrative Reform are inextricably tied to the public finances of the nation, whether those activities involve the planning for infrastructure investment, monitoring the efficiency and effectiveness of the government administrative bureaucracy, or Civil Service Law reform. For this reason EPSP is working to improve the linkages between the MPMAR and the Ministry of Finance in a number of ways.

During this initial year of EPSP implementation, the Project furnished logistic support at the request of USAID to a team of two U.S. Department of the Treasury advisors from the Office of Technical Assistance (OTA) on a short-term mission at the Ministry of Finance. The OTA advisors presented a number of seminars on cash management and treasury operations. Both of these topics carry important implications for public finance management at the local administration level as well. Accordingly, it is expected that EPSP will continue to cooperate with the US Treasury activities, when and as may be requested by USAID.

Standardized Unit Costing of Investment Projects

Developing sound methodologies for the preparation of budget estimates is a fundamental requirement for effective planning in Egypt. The most obvious problem related to poor budget estimates is the situation where projects are started but cannot be completed because they have exhausted their funding authorization. Conversely, if more funds are budgeted than are necessary, this could lead to wasteful spending and denial of resources for other important infrastructure. Problems may also arise because of the multi-fiscal year timelines associated with most infrastructure projects and corresponding need for reauthorizations, etc. The importance of these questions is elevated because the condition of the national and local infrastructure has considerable impact on the health and safety of the population.

In the past year, the Project worked with the Ministry on an approach to developing standardized cost units to be used in preparation, analysis and evaluation of investment requests submitted by the governmental agencies seeking inclusion of infrastructure projects in the national plan. The initial discussions have focused on a few major service sectors, mainly water and sewerage, transportation, and roads and bridges.

To ensure consideration of recognized best practices in this sphere, preparatory meetings were held with different experts from Ain Shams University – Faculty of Engineering; the National Center for Construction Research; and the Smart Village Development and Management Company to help define the scope of work for this effort.

Introduce Medium Term Expenditure Framework to Shape National Planning

Preliminary meetings on this activity have been held at the Ministry upon the initiative of the EPSP Planning and Policy Senior Advisor; and the Minister of Planning, Monitoring and Administrative Reform has approved the plans of the Project to undertake this reform. A series of workshops will be organized in the coming year to introduce the Ministry planners to the concept of a three-year, rolling fiscal envelope within which the infrastructure investment plan must be constrained. Adherence to this currently absent component of fiscal discipline would serve to keep future budget deficits more controllable.

IMPROVED EFFECTIVENESS OF SERVICES THROUGH ADMINISTRATIVE REFORM

Administrative reform is one of the most important prerequisites for Egyptian development. Formal pronouncements and speeches by the President, the Prime Minister, and the Minister of Planning, Monitoring, and Administrative Reform have consistently acknowledged this reality.

In April 2014, the Minister established the Supreme Committee for Administrative Reform. The Committee comprises senior officials from the government and a select group of non-governmental experts and university professors, including the EPSP Planning and Policy Senior Advisor.⁹ In July 2014, the Committee developed a vision for administrative reform in Egypt that was subsequently approved by the Cabinet in August 2014. One of the main components of that vision is civil service reform and introduction of human resource development principles into the traditional functions of government. The Committee in cooperation with a group of experts, government officials, and civil society representatives formulated a new Law for Civil Service, which was adopted by the President in March 2015.

This activity is integral to the scope of EPSP because administrative reform in general and civil service reform in particular, are directly related to development at the central and local levels in Egypt. The new civil service reforms will affect public employees at the central and local levels with respect to critical issues such as recruitment, promotion, selection of managers, wages, performance reviews, holidays, retirement and governmental management systems.

Support for the Implementation of the Civil Service Law

The immediate adoption of the Civil Service Law into effect by Presidential Decree during March 2015 was a compelling indication of the high importance of this reform to the strategic plans of the nation. The existing outdated, outmoded and unresponsive system represents a serious impediment for any efforts to develop more transparent and efficient government organizations, one of the twelve pillars of the SDS Egypt 2030.

The new Law will have substantial impact on local administration. **Article I** of the Presidential Decree (№ 18 of 2015) adopting the Civil Service Law states:

“The provisions of the attached civil service law shall come in effect and force and shall apply to the positions in the ministries and their agencies, government agencies, local government units, public authorities, unless otherwise provided for by the laws and decrees establishing such agencies” [emphasis added].¹⁰

Therefore, this Law applies to all 2.8 million civil servants, which represent nearly fifty percent of all public sector employees in Egypt. Arguably, no other single, broad-stroke initiative by the GoE offers more potential for greater impact upon the EPSP effort to support more effective planning and services than implementation of the new Civil Service Law, the quality and character of the human resources available to meet these challenges being the key ingredient for success or failure.

⁹ By virtue of his membership and active participation representing EPSP on this Committee, the Project is providing continuous direct technical support for the administrative reform agenda.

¹⁰ From an unofficial EPSP translation.

Executive Regulations for the Civil Service Law

Article No. 3 of the Presidential Decree adopting the Civil Service Law requires that the executive regulations be issued by the Prime Minister within three months of the effective date of the Law.

The Project organized a two-day weekend retreat during May in Al Ain Soukhna to begin preparation of the executive regulations. The workshop was opened by Minister of Planning, Monitoring and Administrative Reform, which was the lead agency in drafting the Law and will work on its implementation with other Government of Egypt institutions, particularly the Central Agency for Organization and Administration (CAOA) the Acting Chairwoman of which participated in the workshop. Also attending was the Deputy Governor of Cairo Governorate.

Following the retreat, two senior consultants were rapidly deployed by EPSP to provide direct technical support for the process of drafting the regulations. The consultants produced a number of technical notes that served as important tools for writing the regulations (see Annex E to this report) and they also participated in many of the drafting sessions during May and June. The technical support of these experts and that of the EPSP Planning and Policy Senior Advisor will also be crucial for the preparation of necessary implementation manuals, forms, procedurals, and circulars.

On June 14th, 2015, EPSP supported a major conference for central government and local sector officials¹¹ to organize a comprehensive discussion of the regulations and receive feedback and comments on the draft proposal. Approximately thirty GoE ministries were represented at the event and about a dozen local administration officials were counted among the one-hundred and thirty participants. Twelve journalists covered the conference.

The very next day the Minister addressed the importance of the new Law to the administrative reform program for the nation in a speech before the Egyptian National Competiveness Council (ENCC) where he announced that the executive regulations would be issued on July first.¹²

On June 17th, 2015, the Project participated in a second major conference on the draft executive regulations for the Civil Service Law in cooperation with the Ministry. This was a one-day community dialogue to which a large number of civil society organizations and political parties were invited to attend. Short notice on the invitations from the Ministry resulted in a disappointing turnout; however, the content of the draft regulations was widely available through online portals and social media allowing for broad debate, which has continued throughout the period covered by this report.

This phase of the civil service reform activities of EPSP was successfully concluded on June 24th, 2015 with the approval of the executive regulations by the Egyptian Cabinet of Ministers. Extraordinarily, the entire complex process affecting millions of civil servants and requiring highly specialized technical expertise and broad outreach efforts was completed in *less than seven weeks* from start to finish.

The following page compares the main provisions in the new Civil Service Law to those of its forty year antecedent (Law 47 of 1978). The new CSL will modernize an ineffective and inefficient system which is overburdened with excess personnel, archaic rules, and public derision and mistrust.

¹¹ The activity was conducted under the umbrella of the Administrative Reform Forum, the membership of which includes senior administrative, legal and financial staff from the central government and local administration entities.

¹² The Egyptian Daily News; June 17th, 2015; page 5 reported by Doaa Farid.

Summary of Main Changes in the Civil Service Law

Comparison Dimension	Law 47 of 1978	Law 18 of 2015
Performance Appraisal System	Traditional system that is based on employee behavior and attitude	Modern system which is based on the 360 degree appraisal concept
Recruitment System	Each government agency individually recruited based on regulations	Unified system designed and monitored by the CAO and implemented through directorate offices in each Governorate
Wage System	Wage comprised of 25 percent basic salary and 75 percent allowances (rewards that are decided by the heads of agencies)	Wage comprised of 75 percent basic salary and 25 percent rewards and allowances (as defined in the law and executive regulations with limited room for discretion)
Promotion System	Merit based system at the senior level and seniority promotion system at the lower level.	Merit based system at the senior level and a mixture of merit and seniority promotion systems at the lower level.
Early Retirement	Does not exist	Starting from the age of fifty (50)
Permanent Undersecretary	Does not exist	This Constitutional requirement is now reflected in the law
Human Resource Development (HRD)	Traditional personnel management system	Modern system applying HRD concept

Human Resource Management - Employee Performance Appraisal

The employee performance appraisal requirements of the Civil Service Law, as spelled out in Chapter III, Articles 25 through 28 can best be fulfilled using a 360-degree performance appraisal system, which involves the employees' peers, subordinates and others, in addition to their supervisors and their own self-assessment in the evaluation of the individual's job performance. This methodology provides a more complete picture than the traditional performance appraisal where the review is conducted only by supervisors or managers.

Following completion of the executive regulations, two technical meetings were conducted to detail the 360-degree approach and present it along with related documentation to the Ministry. The Project will complete the remaining tasks related to support for implementation of the new performance appraisal system within the coming year.

In June, EPSP management was advised that any additional tasks related to transition of the public service to a human resource development model would be dropped from the Project work plan and would instead be completed by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

Administrative Reform Forum

During June of 2015, the Project initiated technical support for the Administrative Reform Forum, which is a body of senior government managers and other officials organized by the Minister of Planning, Monitoring and Administrative Reform. The Forum in this case was convened to address the draft executive regulations for the Civil Service Law.

The event drew 130 participants including a substantial contingent representing the senior leadership of government institutions in Egypt, with more than sixty percent of those attending identifying themselves as undersecretaries, managers, department heads or ministerial advisors.

Because civil service reform and these regulations have enormous impact throughout all levels of Egyptian governance, this was a significant event for the Forum. Indeed, the Ministry typically employs the Forum as a communication channel with government agencies regarding issues of administrative reform and public awareness, making it the ideal venue at which to present this issue, given the breadth and depth of the impact of civil service reform nationwide.

The public awareness aspects of the issue were well-served by this meeting. A dozen or so different print and on-line media outlets were present. Until the Forum, the press coverage directed at civil service reform was largely negative sometimes reflecting views that were not fully informed by the details of the proposal. The initial barrage of critical press on May 30th, 2015 emanating from all of the civil service labor syndicates and unions surfaced before the executive regulations had been drafted.

The press coverage at the Administrative Reform Forum, on the other hand, was clear and straightforward in reporting on what was going on and there was significant recognition of the transparency with which the Minister was conducting the task. In fact, during the event, the Minister joined the press table and took all questions from the assembled journalists. The executive regulation was posted on www.ad.gov.eg and social media platforms of the Ministry, well before initial adoption by the Cabinet of Ministers on June 24th, 2015.

Enhanced and Expanded Coverage of Citizen Services Centers (CSC)

As described elsewhere in this report, the Project expects to complete its commitments in Aswan Governorate under the Memorandum of Understanding executed with MSAD by December 31st, 2015.

Assuming this schedule is met, year one of EPSP implementation for the citizen service center component of the Project has so far been remarkably successful, by any measure. Particularly relevant to this assessment is the comparison below to the experience from the Egyptian Decentralization Initiative during 2006 into 2009, which has generally been looked upon very favorably.

	EDI (average)	EPSP
Time lapse from selection of Governorate(s) to execution of MoU for citizen service center implementation (months)	9	5
Time lapse from execution of MoU to completion of activity (months)	12	4 (est.)

The Egyptian Decentralization Initiative developed six centers in three Governorates while EPSP is developing three centers and upgrading two others. Construction delays plagued both Projects but the Aswan Governor reacted strongly to address and resolve the problem. The EPSP performance is even more notable because it was managed from Cairo (requiring periodic short-term visits to Aswan) whereas the EDI teams were onsite in fully-staffed field offices in each of the three Governorates providing virtually daily access to the work.

Comprehensive Assessment and Review of CSCs

This process included field evaluation visits by EPSP personnel to Luxor, Aswan and Ismailia, resulting in a decision to deploy the limited Project resources for citizen service centers in (i) Aswan governorate and (ii) the MSAD data center located near Cairo in order to facilitate piloting of the new web-based system. The Minister of Planning, Monitoring and Administrative Reform approved this overall approach during May 2015 as part of his review of the revised EPSP work plan. Site visits continued throughout year one as necessary to complete related tasks including (i) an examination and review of the new software application at a test location in Ismailia; (ii) collection of baseline data about the popular perception of the services offered at the centers; and (iii) an assessment of the opportunities for imbedding gender considerations into the program.

Implementation of CSC Expansion

During this initial year of the Project, activities were accelerated to implement a plan to expand CSC coverage in Aswan Governorate and make important investments to pilot the innovative web-based application¹³ which eventually could extend full access to services to any citizen using the internet. The plan includes significant contributions from both the Governorate of Aswan and the Ministry of State for Administrative Development (MSAD) as discussed below.

¹³ The concept was originally promoted by the Project IT Senior Manager during the short-lived tenure of EDI 2 in 2013. See Bibliography reference No. 4 (*Proposed Solution for CSC*), prepared fully two years prior to GoE readiness to implement.

Implementation of CSCs Expansion (continued)

Under the plan, the Governorate is providing for the construction, furnishings and all personnel at three new sites: (i) the Governorate headquarters (Dewan); and the (ii) two district CSCs at Edfu and Daraw. MSAD is covering the costs of all personal computers, operating systems and technical training at the above three new sites, and as may be necessary the two existing district CSC locations that are to be upgraded as part of the plan (Aswan City and Nasr El-Nubia)

The Project will incur the costs for networking equipment and security firewalls at the three new sights plus (i) emergency power supply; (ii) customer service training; (iii) data entry, (iv) leasing of lines, and (v) technical support at all five locations. In addition, the Project will provide support to initiate the MSAD Data Center which will be the technical hub for the web-based CSC application. The USAID-EPSP investment will cover the cost of servers, firewalls and security, and initial hosting and operations.

During May 2015, a team from the Project and the USAID COR met with the Governor of Aswan to finalize the foregoing cooperative arrangement for EPSP support and also introduce the concept of potentially combining a one-stop-shop for investments with the conventional citizen service center in a co-located facility. This idea gained traction and a feasibility study for potential selected support for improving investment services in Aswan will be developed in the coming year following up on initial conversations been the Governor and the Minister of Investment and GAFI on the topic.

Summarizing the accomplishments of this Project component during the initial year of EPSP:

- Firstly, and most importantly, the Project sought and obtained approval of the Minister of MPMAR to proceed with the plan for expansion in Aswan.
- As detailed in earlier quarterly progress reports, the required approval for the technical IT solution was received from the USAID Office of the Chief Information Officer.
- A memorandum of understanding (MoU) setting forth the responsibilities of the parties as outlined above was drafted and cleared technically and within the legal office of MPMAR. The MoU was executed at a brief ceremony by the EPSP Chief of Party and MSAD on August 31st, 2015.
- Technical specifications for procurement of the citizen service center IT hardware and other equipment were agreed with MSAD and have been completed during this quarter. The procurement process can now proceed immediately upon execution of the MoU.
- Similarly, the specifications related to the EPSP support for the MSAD data center have been agreed with that Ministry with technical assistance from the National Management Institute.
- Basic computer training was initiated on June 28th, 2015. The cost of this is part of the MSAD contribution to the shared effort and will be covered by them.
- Construction work commenced at the CSC for the Aswan Dewan facility; completion August 2015.
- A committee was selected, including EPSP staff, to interview and recommend front office, back office and technical support staff to be employed at the three new centers in Aswan. The committee completed its work during this reporting period. The following table summarizes statistics on the candidates interviewed during this process:

Site	Date	Female	Male	Total
Dewan	May 4 th , 2015	22	21	43
Edfu	May 5 th , 2015	10	9	19
Daraw	May 6 th , 2015	20	24	44
Total		52	54	106

The progress and momentum achieved on these activities were only possible through intensive efforts of the EPSP technical and capacity building personnel. At least seven coordination and working visits to Aswan from Cairo by Project staff (including IT, capacity building, communication, and gender personnel) were necessitated during FFY 2015. In addition, several detailed technical meetings were conducted with MSAD personnel at their headquarters in Nasr City.

With movement now toward this web-based model for customer access, it is reasonable to question whether in the future, different services aside from those provided in the traditional CSC, and some of which are also currently using the one-stop-shop concept, could be included in the MSAD application. This question will be addressed during the second and final year of the Project.

COMMUNICATION, OUTREACH AND LOCAL PARTICIPATION

Once it became clear that the Ministry would rely heavily on support from EPSP to raise awareness about their flagship initiative, the Sustainable Development Strategy Egypt 2030, the Project successfully recruited and hired an experienced specialist with strong communication and additional broader professional skills to lead this cross-cutting component for EPSP. Displaying a well-honed sense of inclusive participation and initiative, the new team member began immediately integrating communications into all facets of the Project activities and securing additional personnel support (permanent and STTA).

As a result, the Project now has improved internal procedures on sharing information across all EPSP components and facilitation for scheduling of project events. The communication specialist also actively participated during the gender assessment of the Project that was conducted during May and June, and continues to promote gender awareness throughout all tasks.

The communication activities extended also to the important EPSP citizen service center component being implemented in Aswan. In June, stakeholder satisfaction surveys were conducted by the Project communication specialist through interviews with twenty-two customers and twenty-six employees in two separate studies. The results, which were covered briefly in earlier monitoring and evaluation report, will provide valuable baseline information for comparative studies at the end of the Project.

The level of local press and other Egyptian media reports, on the topics in which the Project is engaged, has ramped-up considerably during the first year of EPSP implementation. Much of this attention has focused on the Sustainable Development Strategy Egypt 2030; but substantial coverage was also afforded to the issue of civil service reform. The EPSP communication team is maintaining a file on the major items.

The communication team is developing additional capacity building modules for the coming year on behalf of, and at the request of, the communication offices in the Ministry. These would be a follow-on to the well-received four day media-training course provided during August and September of this year (see page 56 to this report “Success Stories and Snapshots”). The Project is including capacity building within the institutional communication structures.

CAPACITY BUILDING

The senior management at the Ministry has been working to groom a number of recently recruited university graduates and other professionals what will hopefully be part of the cadre of future leadership within the sphere of planning, monitoring and administrative reform for the Government of Egypt. One aspect of their development, supported by EPSP during the past year, has been a professional training course in English language skills.

The scope for this training, which commenced on July 1st, 2015 and will be completed during November 2015, was prepared jointly with the Ministry, and is designed to develop the following language skills:

- Ability to communicate with English speaking counterparts.
- Competence to review the latest international reports in their areas of expertise and ability to prepare reports, studies, and presentations in English.
- Sufficient English language competency to meet skills required at the workplace.
- Enhanced knowledge of the business world.
- Essential business communication skills such as delivering presentations, negotiations, telephonic aptitude, participation in meetings, and engaging in conversational English.
- Fluency and confidence in using the language of business.
- Accuracy in using the language by focusing on common problem areas.
- Heightened cultural awareness.
- Best business practices in written communication; for example in writing and responding to e-mail correspondence.
- Enhanced report writing.

Seventy-nine Ministry personnel are taking this course, fifty-six percent of who are women. AMIDEAST, the EPSP training provider for this activity, used a placement examination to assign each participant to one of four groups based upon their pre-training competency in English. It is notable that women who made up fifty-six percent of the total cohort, represented *sixty-nine percent* of the two highest group designations; i.e. advanced and upper intermediate. Among the conclusions that one may draw from this result is that there was no negative gender bias in the AMIDEAST placement test.



Future Planning and Professional Leadership at MPMAR sitting for English-language Training Placement Test at AMIDEAST Training Facility June 2015

AMIDEAST will employ a comprehensive evaluation plan to carefully measure and assess participant progress and achievement; the tools used for this purpose measure the progress during and after training and include written and oral quizzes, mid-course and final testing. Results will be compiled in a concluding report.¹⁴

¹⁴ AMIDEAST prepared a midcourse evaluation of the training program which is discussed in more detail in the QTR 4 2015 section of this report. This midcourse evaluation was transmitted to USAID and the First Assistant to the Minister during September 2015.

At the end of training, participants will take a Test of English for International Communication (TOEIC) examination, which will allow MPMAR to measure the participant's English proficiency and ability to communicate successfully in the workplace.

Lastly, throughout the past year a substantial portion of materials from the capacity building legacy of EDI and EDI II was furnished upon request to the Ministry for their reference. The documents included training materials as well as studies and assessments prepared during the precursor projects to EPSP. The training materials were comprised of ten fully developed capacity building packages, including training manuals, trainee guides and evaluation tools, under the following course titles:¹⁵

TITLE	
Planning	
1	Local Development Needs Identification and Prioritization: LPC and Executive Tools
2	Local Investment Projects: Economic and Management Issues
3	Field Monitoring of Development Project Implementation
Public Finance	
4	Preparation of the Local Popular Council Budget
5	Enhanced Financial Management System: Budget Reporting
6	Public Service Costing and Pricing
7	Increasing Own Source Revenue: Introduction
8	Increasing Own Source Revenue: Applied
9	Management of Control Gaps
Local Administration	
10	Problem Solving and Decision-Making

The studies and assessments provided to MPMAR, in both English and Arabic language versions included (i) a Strategy and Five-Year Plan for Capacity Building for Decentralized Local Administration; (ii) a 2010 presentation on the Saqqara Center for Local Development (SCLD) entitled Current Situation and Development Approaches; (iii) a 2010 assessment report on SCLD; (iv) a presentation on capacity building during the EDI II phase of the current contract for the former Shoura Council (see Annex D to this report); and (v) miscellaneous capacity building reference documents.

PARLIAMENTARY OUTREACH

The President's pledge to hold elections for members of the House of Representatives before year-end is now on track to fulfillment. His recent adoption of an electoral law has eliminated any further legal delays and the current timetable announced by the Higher Elections Committee calls for two stages:

- October 17th through 19th for approximately half of the twenty-seven governorates, with run-offs if necessary during October 26th and 27th.
- Stage two for the remaining governorates will take place from November 21st through November 23rd, with run-offs if necessary on November 30th and December 1st.

¹⁵ These were prepared for part of what was referred to at that time as the "national curriculum for decentralization".

GENDER MAINSTREAMING

A gender assessment and action plan was completed by the AECOM Gender Specialist who travelled to Cairo for three weeks in May 2015 to conduct the assessment, provide gender orientations for EPSP personnel and others, and prepare a recommended action plan. As part of her short-term mission, the Specialist conducted interviews with the leading organizations working on gender equity in Egypt. She also visited Aswan Governorate to interview the staff at the citizen service centers and meet with local women organizations. The USAID Senior Governance and Democracy Specialist led the Project team at these meetings which received extensive press coverage, raising awareness about the work of EPSP in the region.

The gender assessment concluded that EPSP could support improvement of governance and decision-making processes with respect to gender sensitivity. The proposed action plan provided a number of recommendations to integrate gender considerations into Project activities.

The Gender Specialist also completed an orientation for Project staff to raise awareness about gender issues faced in Egypt and to dialogue with the team on their own ideas about gender. In addition, this meeting introduced the concept of using a gender lens when developing project activities. The EPSP team is now aware of how to address gender sensitivity where possible when programming activities.

Among some of the gender metrics recoded during this past year were the following:

- At the local level, forty-nine (49) percent of the candidates selected for potential placement in positions at citizen service centers in Aswan were female. Personnel from the Project participated on the selection committee along with representatives from MSAD and the Governorate of Aswan.
- Of the more than two-hundred individuals who contributed time and talent over the two-year period to develop the Sustainable Development Strategy Egypt 2030, nearly forty percent were women.

Coinciding with the availability of the AECOM Gender Advisor in Egypt during June, a special SDS workshop was convened by the Ministry entitled “Gender Integration in Sustainable Development Strategy (SDS): Egypt Vision 2030”. The Project supported this event which covered every sectoral component of the Strategy, discussing the respective gender implications and opportunities to integrate gender equity considerations into the vision. Efforts by EPSP to infuse gender into the process will continue throughout the execution of the remainder of the Project.

SUCCESS STORIES AND SNAPSHOTS

This section of the year one annual report includes a Success Story from the Effective Services and Planning Project and two Snapshots which preceded the contract restart under EPSP but are nevertheless directly relevant. Had the original EDI II contract run to term, it would have been completed one year ago, and the success stories we now expect to accomplish through the end of EPSP (or different ones) would have long ago been put to bed.

Success Story “Building Capacity Instead of Dependency”

This paper captures the EPSP experience in providing direct capacity building support from experienced, expert professionals working on the Project to improve the skills of Ministry counterparts engaged in the same activities. In this case, the nature of the support was training provided by the EPSP Communication Specialist to selected media office personnel at two Ministries.

In part this narrative is a working example of the axiom, loosely paraphrased here: *Give a person a fish and you provide food for a day. Teach a person to fish and you provide food for a lifetime.*

Snapshot “Local Reform in the Current Constitution”

Publication of this Snapshot under the current contract was delayed for fifteen months when the June 2013 revolution led to the temporary stoppage of Project activities. The local reforms imbedded in the 2012 Constitution have endured, and been enhanced in a subsequent version, demonstrating the strong sustainability of this important accomplishment. The story is highly relevant to the work of EPSP and certainly to any future support USAID might consider for local reform.

Snapshot “Effective Government Services: Sustainability”

It is not very often that a significant development objective is achieved and the opportunity arises three years later for a look-back to assess how it has survived. In fact, this was the case with the Beheira Utility Data Management and Urban Planning Center, which is the subject of this Snapshot prepared by EPSP looking for examples of effective government services in February of 2015.

Actually, writing this Snapshot was somewhat prescient as now the Governor of Aswan has requested USAID support for a similar facility as part of the EPSP cooperation on improving government services in his administration.



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SUCCESS STORY

Building Capacity Instead of Dependency

USAID has consistently supported skills training programs as part of the project implementation for EPSP and its precursors EDI and EDI 2 whether it be English language for the young planning cadres at the Ministry of Planning, Monitoring and Administrative Reform; customer service skills for CSC clerks, and very significant amounts of IT skills training. Arguably, there is no better investment to ensure long term sustainability of reforms.



Participants receiving Certificates of Completion from EPSP at the conclusion of Media Training Course September 17th 2015

To gauge the effectiveness of this brief training experience from the perspective of the attendees, the Project relies on the tool of pre-and post-training exams which attempt to quantify the knowledge gain attributable to the training course.

In this case, based upon responses to thirteen questions, the observed improvement in comprehension following the course was nearly thirty-five percent.

The attendees were also asked to provide a blind ranking of training based upon five discrete aspects of the course. On a scale of one-to-five the cumulative average score for all questions was a strong 4.5.

Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

October 2015

Virtually all of the activities of the USAID-funded EPSP currently underway in Egypt will sooner or later require significant commitment for communication and outreach if they are to achieve their full potential. This is particularly true of such programs as the Sustainable Development Strategy Egypt 2030 and the expansion of citizen service center coverage in the nation. Even the best technical solution for these interventions will be wasted unless they are properly packaged, framed and shaped for general consumption by the public at large.

The scope of outreach needed for these activities and other components of the EPSP work plan is huge and the Project will necessarily out-source many services that cannot be accomplished by Ministry or Project personnel.

However, an integral part of the capacity building activities of EDI II and EPSP has always involved selected skills training including soft skills and other proficiencies. The goal is to build permanent capabilities within the institutions of Government so the personnel can perform to the maximum of their potential and rely less on the need for out-sourcing.

In this vein, the EPSP communications expert has herself provided a four-day training experience for six professional staff in the media offices of the Ministries of Administrative Development; and Planning, Monitoring and Administrative Reform from August 23rd through September 17th, 2015.

The training, requested by the Ministry, was preceded by a needs assessment to ensure the course material be closely tailored to the requirements of the participants. Ten classes were conducted to provide an understanding of (i) roles and responsibilities of the media officer; and (ii) different media platforms to create a media marketing plan.

The training experience was interactive with the participants divided into small teams, each with specific role-playing assignments based upon applying the knowledge they received as, for example, (i) to create a press release; (ii) write a success story; or (iii) design a media campaign. To keep it real, there was even a mock press conference on the new Civil Service Law, a recent media hot topic. One participant was the stand-in for the Minister while others acted as the journalists.

Not only did this methodology work well as an instructional device but it also had the added benefit of imparting the value of teamwork. At the conclusion of the training, every participant affirmed their desire to join at least two or more further training opportunities on more specialized media topics.



USAID
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EGYPT

SNAPSHOT

Local Reform in the Current Constitution

The State shall ensure administrative, financial, and economic decentralization. The law shall regulate the methods of empowering administrative units to provide, improve, and well manage public facilities, and shall define the timeline for transferring powers and budgets to the local administrative units [emphasis added].

Excerpt from
Article № 176 of the
Egyptian Constitution
Adopted January 18, 2014



The Egyptian Constituent Assembly meets at the Shoura Council in Cairo September 11, 2012 (Photo: Reuters)
Source: Ahram Online; January 2, 2013

The process leading up to this Constitutional change resulted in important technical outcomes benefiting local sector reform

- The GoE was provided with a number of alternative international models for local governance, including those from Poland, South Africa, Indonesia and Turkey.
- Awareness of USAID efforts on decentralization was raised with key policy makers and community organizations
- A sustainable framework was formed for continued and expanded support from USAID for parliamentary outreach and strengthening activities, in a unified approach with cognizant Ministries
- The importance of capacity building for the local sector has received broad attention

Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
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October 2015

Note: Publication of this story was delayed due to 15-month Project hiatus

The prospects for a significantly better local system in Egypt were substantially improved when her citizens, by a sixty-four percent majority, approved a new Constitution early during the implementation of the Egyptian Decentralization Initiative II (the "Project") on December 22nd, 2012.

The Project, and its predecessor EDI, had been providing technical assistance from Egyptian constitutional experts to the Shoura Council Human Resource Development and Local Administration Committee to help shape the local articles in the new Constitution. Following ten hearings on various aspects of the local system in Egypt, the Shoura Committee chairperson presented their recommendations to the drafters of the new Constitution.

The effort represented a major milestone for local sector reform providing the strongest endorsement in any recent period for significantly improved local administration.

While this 2012 Constitution was dissolved within the following year in the wake of the popular revolution of June 2013, the remarkable fact is that the local sector gains during EDI and EDI II were not only preserved in the succeeding Constitutional discussions, but they were significantly strengthened. As the excerpt from Article No. 176 on the left shows, administrative, financial and economic decentralization is now a constitutional mandate in Egypt, in large measure due to the efforts of EDI and EDI II.

The Project continued to support capacity building for the Shoura Council Committee right up to June 2013 revolution. The most important of these activities during this EDI II phase of the current contract was a ten-day study tour to the Republic of Poland conducted from May 20th to May 29th, 2013 which was attended by twenty Shoura Council MPs and permanent staff. This was the first observational study tour organized under the EDI II contract.

This activity was designed to provide the Egyptian visitors with a unique opportunity to experience firsthand the Parliamentary and devolved local administration systems in this unitary nation; with the intention of preparing them to lead Egypt through its own, now constitutionally mandated transition toward greater decentralization.

It is irrefutable that the low-key, unobtrusive support from USAID through EDI and EDI II during 2012 and following into 2013 resulted in a strong Constitutional foundation for significant reforms at the subnational level, needing now implementing legislation in the form of a new Local Administration Law.



SNAPSHOT

Effective Government Services: Sustainability

BUDC Fast Facts

- The USAID financial support for the BUDC (\$400,000) covered 62.5 % of the initial cost; Beheira covered the remainder
- In the first half of EFY 2015, the BUDC contributed LE 364,520 from its net revenue to the Ministry of Finance to support the State budget
- In 2012 Beheira opened twelve customer service locations to facilitate citizen access in the unserved Districts, effectively providing Governorate-wide coverage
- Since the start of operations the BUDC has processed more than 76,600 transactions on behalf of citizens and businesses generating more than LE 25 million in revenue
- As of December 2014, women occupied one-third of the Headquarters positions in Damanhour, including five who are Directors and/or department heads.



The then Governor of Beheira, and other dignitaries observe a demonstration of the new system presented by the BUDC Director of Urban Planning, September 25, 2011

Telling Our Story

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<http://stories.usaid.gov>

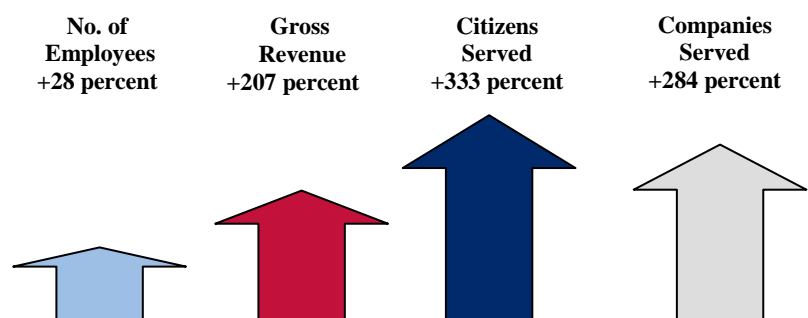
The Beheira Utility Data Management and Urban Planning Center (BUDC) developed with USAID financial and technical assistance is an ongoing success story of remarkable commitment, *growth* and sustainability. The development and operation of the Center has survived two major government upheavals in Egypt and continues to flourish in the face of societal, political and fiscal uncertainties. The USAID support for this project was implemented by the Egyptian Decentralization Initiative (EDI) which was active from 2006 to 2012. In November of 2011, the EDI prepared a summary of the initial success of the Center entitled "Technology + Preparation = Opportunity" which covers the early period of operation. Highlights from that success story are reprised below.

At that time, the then newly appointed Governor of Beheira pledged to expand the highly successful USAID-funded project which had enabled more efficient and robust local development, and created jobs for fresh university graduates, including a significant number of women.

The Center became fully operational in three initial locations (the capital city of Damanhour and Abu Hommos and Shubrahkeet Districts) in 2011. Using geographic information system and global positioning technology, BUDC created a utility infrastructure database able to furnish location maps for use by planners and builders during design and construction of development projects.

Prior to the opening of the Center, developers often were forced to proceed with little or no information about the location of underground utility service lines. Or, when information did exist, it was frequently hard to obtain multiple visits to the electricity provider, water utility company or other responsible authority. As a result, builders could inadvertently damage or destroy such services leading to higher costs, disruption of service and possible injury or worse. In the end, citizens suffered because of the chaotic, inefficient development and the detrimental effects on their environment and quality of life.

This "Snapshot" is a look-back at the outstanding operating results recorded by BUDC during the first three years since opening. The demand from public and private customers for these services appears to be nearly insatiable and increasing rapid as shown by the following three-year growth in outcomes from 2011 to 2014:



PROGRESS TOWARD EXPECTED RESULTS AS OF SEPTEMBER 30, 2015

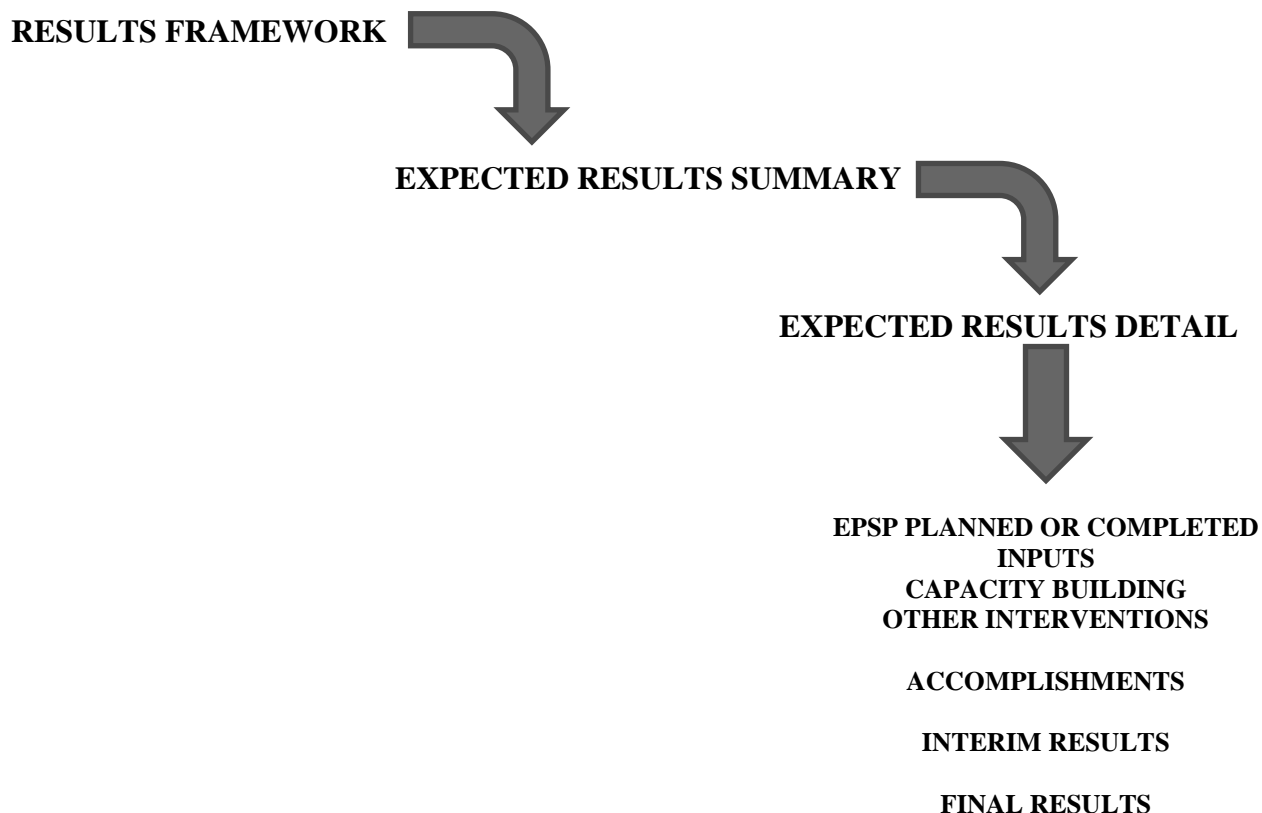
The expected results described in this annual progress report should be attainable over the life of the Project; assuming that the Government of Egypt (GoE) institutions with which EPSP will work, support USAID in implementing the activities detailed in this document.

Commencing with this Year One Annual Report for the Effective Planning and Services Project the following pages present summary and detailed information on progress toward achievement of expected results as required in the EPSP contract. The information herein will be updated quarterly to keep pace with progress throughout Project implementation.

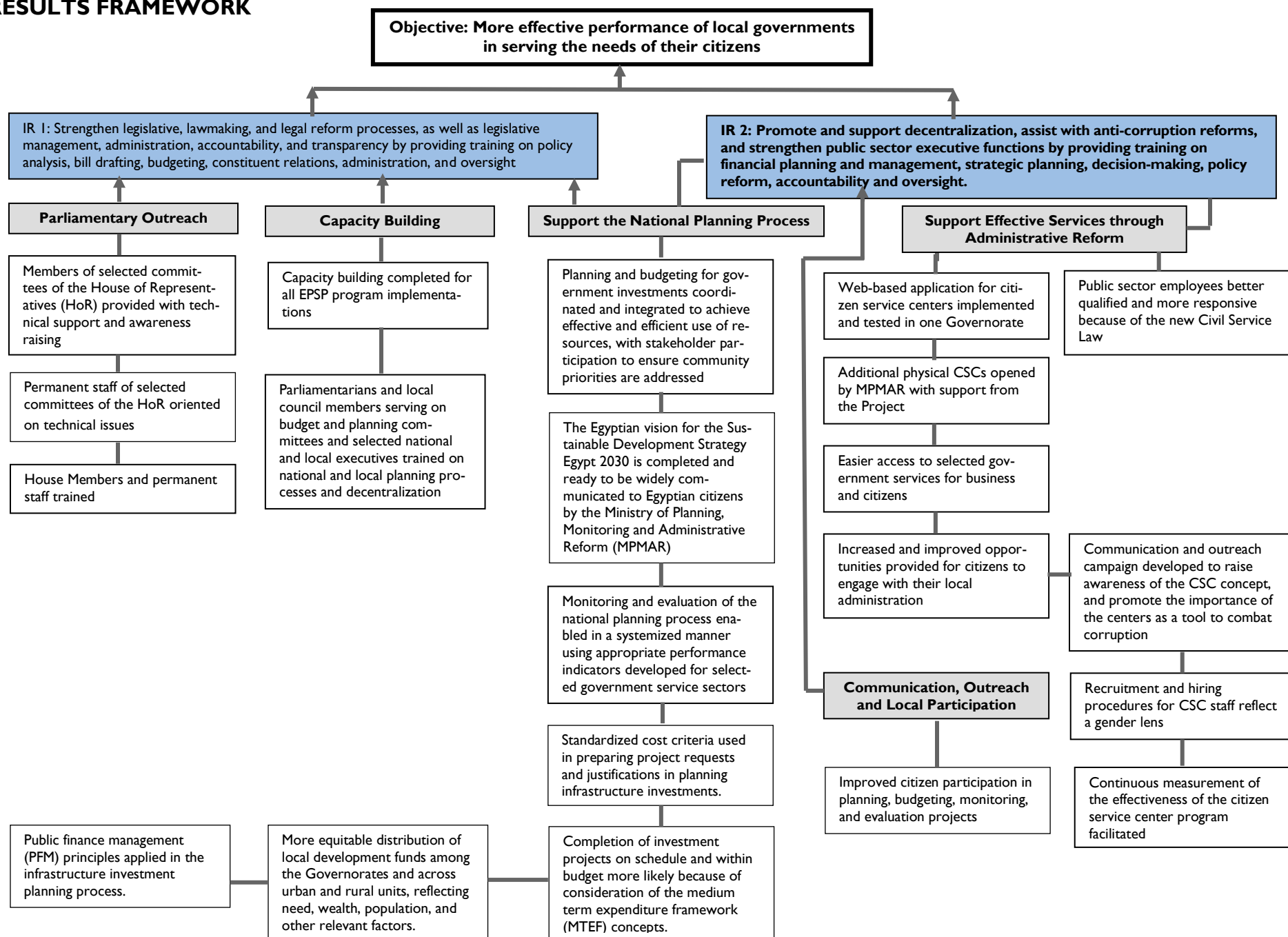
This section begins with the results framework approved as part of the EPSP Monitoring and Evaluation Plan (see succeeding page No. 61). This is followed by a summary table listing each of the twenty-one expected results defined for EPSP with brief notes about the current status (see pages No. 64 to 84).

Finally, this section of the Year One Annual Report includes one or more pages for each of the twenty-one expected results describing cumulatively over time the (i) EPSP *planned or completed inputs* which are intended to achieve the specified result; (ii) accomplishments to-date in achieving said result; and, (iii) interim results recorded up to that point.

In short, the following pages represent not only an important status report for USAID on progress toward achieving expected results, but equally significant they represent the road map which the Project will follow to satisfactorily meet the expectations set forth in the EPSP work plan.



RESULTS FRAMEWORK



EXPECTED RESULTS SUMMARY REPORT

Objectives and Expected Results:

The expected results to be achieved during the Effective Planning and Services Project are delineated in the First Annual Work Plan Revision submitted to USAID-Egypt on October 9th, 2015

EPSP EXPECTED RESULTS FIRST ANNUAL WORK PLAN REVISION (SUBMITTED TO USAID OCTOBER 9th 2015)		STATUS (SEPTEMBER 30th 2015)
SUPPORTING THE NATIONAL PLANNING PROCESS		
Sustainable Development Strategy Egypt 2030 Enhanced Participatory Mechanisms Technical Support for MPMAR (Key Performance Indicators for the National Plan) Improved Coordination of Planning and Financial Decisions in the Investment Budget		
Planning and budgeting for government investments coordinated and integrated to achieve effective and efficient use of resources, with stakeholder participation to ensure community priorities are addressed	A detailed work plan to achieve this result through technical assistance and capacity building has been agreed among USAID, the Project and the Minister of MPMAR	
The Egyptian vision for the Sustainable Development Strategy Egypt 2030 is completed and ready to be widely communicated to Egyptian citizens by the Ministry of Planning, Monitoring and Administrative Reform (MPMAR)	Final draft completed June 30 th , 2015 by LMC subject to editing and acceptance by the Minister. Six workshops conducted September 2015 to raise awareness	
Monitoring and evaluation of the national planning process enabled in a systemized manner using appropriate performance indicators developed for selected government service sectors	KSIs for most government sectors completed as part of the SDS Egypt 2030 process through the consultancy contracted by EPSP. Additional indicators required for national planning activity	
Standardized cost criteria used in preparing project requests and justifications in planning infrastructure investments	In discussion phase	
Completion of investment projects on schedule and within budget more likely because of consideration of the medium term expenditure framework (MTEF) concepts	In discussion phase	
More equitable distribution of local development funds among the Governorates and across urban and rural units, reflecting need, wealth, population and other relevant factors	Not started	
Public finance management (PFM) principles applied in the infrastructure investment planning process	Not started. However, the Project supported a US Treasury mission at MoF on cash management and treasury operations	
PROVIDING EFFECTIVE SERVICES		
Support for Effective Services through Administrative Reform including Civil Service Law Reform		
Public sector employees better qualified and more responsive because of the new Civil Service Law	Activation of the Law is underway	
Enhancing and Expanding the Coverage of Citizen Services Centers		

EPSP EXPECTED RESULTS FIRST ANNUAL WORK PLAN REVISION (SUBMITTED TO USAID OCTOBER 9th 2015)	STATUS (SEPTEMBER 30th 2015)
Web-based application for citizen service centers implemented and tested in one Governorate	Memorandum of Understanding (MoU) executed between MSAD and EPSP August 31 st , 2015 to implement the Aswan CSC solution and the MSAD Data Center to test the web-based application. IRM approval rec'd 5/19/15
Additional physical citizen service centers (CSC) opened by MPMAR with support from the Project	Plan includes three new CSCs and upgrades for two operational sites in Aswan; and training for Ismailia CSC personnel
Easier access to selected government services for business and citizens	Web-based app to be available for 50 locations nationwide through MSAD data center
Increased and improved opportunities provided for citizens to engage with their local administration	Web-based app to be available for 50 locations nationwide through MSAD data center
Communication and outreach campaign developed to raise awareness of the CSC concept, and promote the importance of the centers as a tool to combat corruption	Press release issued by Aswan Governor's office promotes anti-corruption attributes of the CSC (9/15/15)
Recruitment and hiring procedures for CSC staff reflect a gender lens	Initial recruitment screening resulted in a candidate cluster including 49 percent female
Continuous measurement of the effectiveness of the citizen service center program facilitated	Project Manager tasked with this responsibility in MoU between MSAD and the Project
COMMUNICATION, OUTREACH AND LOCAL PARTICIPATION	
Improved citizen participation in planning, budgeting, monitoring, and evaluation of projects	Not started
CAPACITY BUILDING	
Capacity building completed for all EPSP program implementations	Basic and advanced computer training for Aswan CSC program implementation completed during 4th QTR 2015. Customer service training completed in 3 Aswan Districts
Parliamentarians and local council members serving on budget and planning committees and selected national and local executives trained on national and local planning processes and decentralization	Not started. Implementation to begin after these bodies are elected
PARLIAMENTARY OUTREACH	
Members of selected committees of the House of Representatives (HoR) provided with technical support and awareness raising	Not started. Implementation to begin after parliamentary elections.
Permanent staff of selected committees of the HoR oriented on technical issues	Not started. Implementation to begin after parliamentary elections.
House members and permanent staff trained	Not started.

ACTIVITIES AND EXPECTED RESULTS

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Support the National Planning Process

- I. Planning and budgeting for government investments coordinated and integrated to achieve effective and efficient use of resources, with stakeholder participation to ensure community priorities are addressed

EPSP planned or completed inputs

- I. Capacity building:
 - ✓ Study tour to the Republic of South Africa
 - ✓ English-language training provided to planning personnel
2. Other interventions:
 - ✓ Needs assessments
 - ✓ Introduction of Medium Term Expenditure Framework and Public Finance Management concepts into the planning process
 - ✓ Citizen-friendly investment plans

Accomplishments

- ✓ Contract prepared with in-country service provider to facilitate the study tour to South Africa

Interim results

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Support the National Planning Process

2. The Egyptian vision for the Sustainable Development Strategy Egypt 2030 is completed and ready to be widely communicated to Egyptian citizens by the Ministry of Planning, Monitoring and Administrative Reform (MPMAR)

EPSP planned or completed inputs

1. Capacity building:
 - ✓ EPSP training for media staff at the Ministries of Administrative Development; and Planning, Monitoring and Administrative Reform
2. Other interventions:
 - ✓ Expert technical assistance to facilitate the work of government officials in preparing the challenges, goals, key performance indicators and proposed initiatives for nine of the twelve pillars of the SDS 2030
 - ✓ Dedicated staff to furnish support on preparation of the Economy pillar of the SDs Egypt 2030
 - ✓ Workshops and/or expert meetings
 - ✓ Direct input from EPSP technical experts in formulation of the pillar for Transparency and Efficiency of Government Organizations

Accomplishments

- ✓ Subcontract awarded to Logic Management Consultants on April 6th, 2015 to provide expert technical assistance for preparation of the SDS Egypt 2030, following a competitive solicitation for proposals
- ✓ A total of fifty workshops were facilitated by EPSP from February 10th, to June 8th, 2015 to develop the goals, indicators and initiatives for each pillar and to promote gender inclusion in the Strategy
- ✓ Al Ahram Center for Political and Strategic Studies and the Center for Economic and Financial Research and Studies (at Cairo University) conducted six workshops during September 2015 to raise public, media, political and academia understanding about the Strategy

Interim results

- ✓ The EPSP subcontractor completed preparation of the draft Strategy on June 30th, 2015 subject only to final editing and reformatting for presentation to the public at large
- ✓ Nearly twenty separate media reports, print-press and electronic, resulted following the Al Ahram workshops

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Support the National Planning Process

3. Monitoring and evaluation of the national planning process enabled in a systemized manner using appropriate performance indicators developed for selected government service sectors

EPSP planned or completed inputs

- I. Capacity building:
 - ✓ Training of selected departments within MPMAR and designated service Ministries on the use of indicators in the planning process
2. Other interventions:
 - ✓ Experts in each of the selected sectors retained to develop the methodology and mechanisms for each sector
 - ✓ Conduct workshops for each of the selected service sectors

Accomplishments

✓

Interim results

✓

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight

Support the National Planning Process

4. Standardized cost criteria used in preparing project requests and justifications in planning infrastructure investments

EPSP planned or completed inputs

1. Capacity building:
 - √ EPSP training plan includes module on “Standardized Costing for Investment Plans”
2. Other interventions:
 - √ Focus group meetings

Accomplishments

Interim results

√

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight

Support the National Planning Process

5. Completion of investment projects on schedule and within budget more likely because of consideration of the medium term expenditure framework (MTEF) concepts

EPSP planned or completed inputs

1. Capacity building:

√

2. Other interventions:

√

Workshops

√

Technical assistance

√

Inclusion of the system in the electronic information center of the Ministry.

Accomplishments

√

Interim results

√

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight

Support the National Planning Process

6. More equitable distribution of local development funds among the Governorates and across urban and rural units, reflecting need, wealth, population and other relevant factors

EPSP planned or completed inputs

- I. Capacity building:
 - √ The EPSP training plan includes modules on:
 - (i) Instruction on Requesting Distribution of Local Development Funds
 - (ii) Evaluation of Requests for Distribution of Local Development Funds
2. Other interventions:
 - √ Workshops and expert meetings

Accomplishments

Interim results

√

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight

Support the National Planning Process

7. Public finance management (PFM) principles applied in the infrastructure investment planning process

EPSP planned or completed inputs

1. Capacity building:
 - √ The EPSP training plan includes a module on “Application of PFM in the Planning Context”
2. Other interventions:
 - √ Workshops and expert meetings

Accomplishments

- √ The Project provides support for short-term missions of the US Department of the Treasury to the Ministry of Finance

Interim results

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Support Effective Services through Administrative Reform

8. Public sector employees better qualified and more responsive because of the new Civil Service Law

EPSP planned or completed inputs

1. Capacity building:
2. Other interventions:
 - ✓ Retreat and workshops
 - ✓ Meeting of Administrative Reform Forum
 - ✓ Support for preparation of Executive Regulations for the Civil Service Law
 - ✓ Technical assistance for employee performance appraisal system
 - ✓ Preparation of civil service examination bank
 - ✓ Review of international best practices in design of early retirement systems and incentives

Accomplishments

- ✓ Retreat organized during May 2015 included the Minister of MPMAR, both the acting and former chairpersons of the Central Agency for Organization and Administration, and the Vice-Governor of Cairo Governorate as active participants.
- ✓ Nine technical notes completed for guidance in drafting Executive Regulations
- ✓ Administrative Reform Forum convened on June 14th, 2015 to debate and discuss the draft Executive Regulations for the CSL

Interim results

- ✓ Executive Regulations for CSL approved by Cabinet of Ministers on June 24th, 2015
- ✓ The Council of State approved the Regulations during August 2015

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Support Effective Services through Administrative Reform

9. Web-based application for citizen service centers implemented and tested in one Governorate

EPSP planned or completed inputs

- I. Capacity building:
 - ✓ Basic Computer Skills (MS Office, et al)
 - ✓ Advanced Computer Skills (servers, networking, et al)
 - ✓ System Application Training
 - ✓ Customer Service Skills
 - ✓ CSC Management Skills

- 2. Other interventions:
 - ✓ Technical assistance
 - ✓ Training for CSC personnel in Ismailia

Accomplishments

- ✓ EPSP successfully completed the USAID Information Technology Program Optimization Review (ADS 548) for the “Web-based Application for Citizen Service Centers for the Effective Planning and Services Project” with approval from the Office of the Chief Information Officer on May 19th, 2015.
- ✓ Memorandum of Understanding executed between Ministry of Administrative Development and the Project August 31st, 2015 to implement the Aswan CSC solution.

Interim results

✓

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Support Effective Services through Administrative Reform

I 0. Additional physical CSCs opened by MPMAR with support from the Project

EPSP planned or completed inputs

- I. Capacity building:
 - √ To support effective operation of ten citizen service centers in Ismailia, the following training modules will be provided to the personnel:
 - System Application Training
 - Customer Service Skills
 - CSC Management Skills
2. Other interventions:
 - √

Accomplishments

- √ Memorandum of Understanding executed between Ministry of Administrative Development and the Project August 31st, 2015 to implement the Aswan CSC solution.

Interim results

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Support Effective Services through Administrative Reform

11. Easier access to selected government services for business and citizens

EPSP planned or completed inputs

1. Capacity building:

√

2. Other interventions:

- √ Expansion of the CSC network in Aswan Governorate. Of the nearly one-hundred services to be available in the five locations involved with this expansion, at least thirty or so involve business activities.
- √ The web-based application for citizen service centers being developed by EPSP will provide easier access to government services for both business and citizens.
- √ Feasibility studies for additional technology-based service improvements in Aswan (e.g. business investment center and/or utility data management and urban planning center)

Accomplishments

- √ Memorandum of Understanding executed between Ministry of Administrative Development and the Project August 31st, 2015 to implement the Aswan CSC solution.

Interim results

- √ At the request of the Governor of Aswan, the Project and USAID met with the Chief Executive Officer for the General Authority for Investment and Free Zones (GAFI) on August 30th, 2015 to discuss cooperation in possibly co-locating a business investment center (i.e. one-stop-shop) in Aswan along with the CSC being developed at the Governorate headquarters. Whether or not this concept takes hold, at the very least GAFI has decided to accelerate their plans for Aswan, and businesses there will have easier access to government services sooner rather than later as a direct result of EPSP activity.

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Support Effective Services through Administrative Reform

12. Increased and improved opportunities provided for citizens to engage with their local administration.

EPSP planned or completed inputs

1. Capacity building:

√

2. Other interventions:

- √ The web-based application for citizen service centers being developed by EPSP will provide increased and improved opportunities for citizens to engage their local administration.
- √ Feasibility studies for additional technology-based service improvements in Aswan (e.g. business investment center and/or utility data management and urban planning center)

Accomplishments

- √ Memorandum of Understanding executed between Ministry of Administrative Development and the Project August 31st, 2015 to implement the Aswan CSC solution.

Interim results

√

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Support Effective Services through Administrative Reform

13. Communication and outreach campaign developed to raise awareness of the CSC concept, and promote the importance of the centers as a tool to combat corruption.

EPSP planned or completed inputs

1. Capacity building:
 - √
2. Other interventions:
 - √ Citizen survey tools to determine level of current awareness levels of CSC services
 - √ Workshops

Accomplishments

- √ Citizen Service Center customer and employee satisfaction surveys were completed by EPSP between June 9th and June 11th, 2015. These surveys provide a wealth of useful baseline information for follow-up studies that will be completed after the centers have been operational for some period.

Interim results

- √ Extensive media coverage resulted from three visits to Aswan by USAID and EPSP on May 28th, July 27th, and September 14th-15th 2015 to meet with the Governor, the latter visit generating a press release from the Governor's office which highlighted the anti-corruption aspects of the citizen service centers. At least twenty local print and electronic reports were generated by these visits, significantly raising awareness

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Support Effective Services through Administrative Reform

14. Recruitment and hiring procedures for CSC staff reflect a gender lens

EPSP planned or completed inputs

1. Capacity building:
2. Other interventions:
 - ✓ Orientation for all EPSP personnel in Maadi by the AECOM Gender Advisor
 - ✓ Meetings conducted by the AECOM Gender Advisor on the ground in Aswan Governorate, site of EPSP support for citizen service centers. The Advisor met with the Regional Federation of Non-Governmental Organizations providing a presentation to thirty-five men and women on gender considerations during May 2015

Accomplishments

- ✓ EPSP included as part of the CSC employee candidate pre-screening committee involved in selecting final candidates for these posts

Interim results

- ✓ Following the pre-screening procedure in Aswan Governorate, the gender makeup of finalist candidates reflected forty-nine percent female. During direct observation of customer service skills training in the District of Daraw on September 15th, 2015, seven of the twelve participants were women.

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Support Effective Services through Administrative Reform

15. Continuous measurement of the effectiveness of the citizen service center program facilitated

EPSP planned or completed inputs

1. Capacity building:
 - √
2. Other interventions:
 - √ Workshops to be organized and proposals developed to assure long term sustainability/viability of citizen service centers.

Accomplishments

√

Interim results

- √ Memorandum of Understanding executed between the Ministry and the Project includes the following text which will insure continuous monitoring of operating results for the Aswan centers:

“In order to follow up the achievements of the project in the long term, the Ministry Project Manager, over its lifetime, shall review the statistical reports generated by the application under operation in the governorate and selected districts”

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

Communications, Outreach and Local Participation

16. Improved citizen participation in planning, budgeting, monitoring and evaluation of projects

EPSP planned or completed inputs

1. Capacity building:
√
2. Other interventions:
√ Workshops and focus group meetings

Accomplishments

√

Interim results

√

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight

Capacity Building

17. Capacity building completed for all EPSP program implementations

EPSP planned or completed inputs

- I. Capacity Building:
 - √ Fifteen course titles listed in the EPSP Training Plan
2. Other interventions:
 - √ Sharing of EDI and EDI II legacy training materials with the Ministry of Planning, Monitoring and Administrative Reform (MPMAR)

Accomplishments

- √ Following capacity building materials provided to MPMAR which were previously prepared during EDI or the EDI II phase of the current contract:
 - Local Development Needs Identification and Prioritization: LPC and Executive Tools
 - Local Investment projects: Economic and Management Issues
 - Monitoring Development Projects Implementation
 - Preparation of the Local Popular Council Budget
 - Enhanced Financial Management System: Budget Reporting
 - Public Service Costing and Pricing
 - Increasing Own Source Revenue: Introduction
 - Increasing Own Source Revenue: Applied
 - Management of Control Gaps
 - Problem Solving and Decision Making
 - Capacity Building for Decentralized Local Administration: A Strategy and Five-Year Plan
 - Power Point Presentation entitled “Current Situation and Development Approaches” for SCLD
 - SCLD Assessment Report (Arabic only)
 - Power Point Presentation entitled “EDI Training”

Interim results

- √ Basic and advanced computer skills training for Aswan citizen service center program implementation completed during fourth quarter 2015. Customer service skills training completed in three Aswan Districts: (i) Nasr El Nubia; (ii) Daraw; and (iii) Aswan City.

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight

Capacity Building

18. To-be-elected parliamentarians and local council members serving on budget and planning committees and selected national and local executives trained on national and local planning processes and decentralization

EPSP planned or completed inputs

1. Capacity building:
√
2. Other interventions:
√

Accomplishments

Interim results

√

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight

Parliamentary Outreach

19. Members of selected committees of the House of Representatives (HoR) provided with technical support and awareness raising

EPSP planned or completed inputs

1. Capacity building

√

2. Other interventions:

√

Accomplishments

√

Interim results

√

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight

Parliamentary Outreach

20. Permanent staff of selected committees of the House of Representatives oriented on technical issues

EPSP planned or completed inputs

1. Capacity building:

√

2. Other interventions:

√

Accomplishments

√

Interim results

√

ACTIVITIES AND EXPECTED RESULTS (continued)

Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight

Parliamentary Outreach

21. House Members and permanent staff trained

EPSP planned or completed inputs

1. Capacity building:
√
2. Other interventions:
√ Training needs assessment

Accomplishments

√

Interim results

COMPARISON OF PROJECT ACCOMPLISHMENTS TO DATE VS. PROJECT BENCHMARK AND OVERALL OBJECTIVES

BENCHMARK	PROJECT ACCOMPLISHMENTS
Support for the third phase of preparation of the Sustainable Development Strategy: SDS Egypt 2030	<p>Preparation of the SDS Egypt 2030 was completed during Year One except for final formatting and editing which will be accomplished by EPSP when the Ministry releases the document for finalization. This task required the following inputs from the Project:</p> <ul style="list-style-type: none"> • A subcontract with specialized subject-matter expertise • Support for 48 workshops which were attended by 1,116 participants which produced SDS goals, initiatives and 224 KPIs <p>At year end, the emphasis shifted to communication and awareness-raising about the Strategy with the following inputs from the Project:</p> <ul style="list-style-type: none"> • Three subcontracts for design of an interactive website and social media platforms, design of SDS identification (logo) and production of promotional materials; and production of two videos • Support for six workshops conducted by ACPSS and CEFRS engaging nearly four hundred stakeholder participants.

BENCHMARK	PROJECT ACCOMPLISHMENTS
Additional support for the national planning process	<p>During QTR 3 FFY 2015 the EPSP Policy and Planning Senior Advisor provided direct consultation for Ministry efforts to draft a first-ever unified planning law to harmonize the planning processes at the local, regional and national levels</p> <p>During QTR 4 FFY 2015, at the request of the Ministry, the Project prepared an English language version of the Law on the Institute of National Planning</p> <p>The Minister has approved the capacity building components for this benchmark which are now scheduled to be delivered in year two.</p>
Support for the national planning process through improved public finance management	This benchmark is scheduled to be addressed in year two.
Support for implementation of the Civil Service Law (CSL)	<p>The Project supported the organization of all activities leading to preparation of the Executive Regulations for the CSL which were approved by the Cabinet of Ministers on June 24th, 2015 and the Council of State during August. The task required the following inputs from EPSP:</p> <ul style="list-style-type: none"> • A two-day weekend working meeting for fifteen (15) senior Ministry officials to agree on the process for preparing the regulations • Preparation of nine (9) expert technical notes providing guidance for the content of the regulations • Two major workshops (one of which comprised the Administrative Reform Forum) to provide general feedback on the draft regulations. More than 150 participants attended these events
Enhanced and expanded coverage of citizen service centers	The Project received required approval for the innovative proposal to support a web-based solution along with three brick-and-mortar centers in Aswan Governorate from the USAID Office of the Chief Information Officer on May 19 th , 2015. A Memorandum of Understanding between EPSP and the Ministry of Administrative Development setting forth the cost-sharing protocol for this activity was executed on August 31 st , 2015
Communications and outreach	<p>In addition to foregoing communication, media and outreach activities related specifically to SDS Egypt 2030:</p> <ul style="list-style-type: none"> • A total of twenty print and electronic media reports emanated from the ACPSS and CEFRS workshops • During a USAID and EPSP site visit in September, the Governor of Aswan issued a press release concerning USAID cooperation on the citizen service center expansion. A number of local outlets picked up the story • The Project is providing direct in-service training opportunities for the communication personnel from the Ministries (MSAD and MPMAR). In year one, six media staff received training.

BENCHMARK	PROJECT ACCOMPLISHMENTS
Local participation	This benchmark is scheduled to be addressed in year two.
Capacity building to support EPSP technical assistance activities	
Participatory training – international study tours	<ul style="list-style-type: none"> • Republic of South Africa selected as venue and approved by the Minister • RfP issued for in-country facilitation of study tour
Capacity building for Local Councils	This benchmark to be addressed following re-establishment of the local councils as required in the Constitution.
Strengthening the awareness and knowledge of Parliamentary planning and budget committee members	This benchmark is scheduled to be addressed in year two.

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3. The Egyptian Center for Economic Studies. *What if Egypt's Civil Service Reform is applied?* 2015 (Online)
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ANNEX A: MONITORING AND EVALUATION (M&E)

Over the course of FFY 2015 the Effective Planning and Services Project has taken initial steps necessary to fulfill much of the Project work plan and is well positioned to achieve the most of the expected results. As can be seen in the table below, all targets were achieved for this fiscal year. For FFY 2015 a total of ninety-eight individuals received USG-assisted training, exceeding the target for the year, including the target for the number of women participants in EPSP capacity building activities. The World Bank Government Effectiveness Index score for Egypt decreased slightly from twenty-one (21) in 2013 to twenty (20) in 2014. The data for 2015 is not yet available.

There were no targets set for number of national legislators and legislative staff attending USG sponsored training or educational events for this year as Parliament has not yet been elected. As long as the scheduled elections take place as planned during October and November 2015, the Project should be able to achieve the target set for FFY 2016, assuming access can be established.

USAID PERFORMANCE INDICATORS FOR EPSP

Performance Indicator		Planned Targets vs. Actual									
Note: 2013 baseline data refers to EDI II <u>not</u> EPSP	2013 Baseline	FFY 2015						FFY 2016			
	Actual	Plan	Actual				Plan	Actual			
			Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4
Number of national legislators and legislative staff attending USG-sponsored training or educational events			The initial quarter of FFY 2015 (total of eleven weeks) was almost exclusively devoted to remobilization of the Project. No activities were conducted for which monitoring and evaluation data was collected.								
Male	67	- 0 -		- 0 -	- 0 -	- 0 -	26				
Female	10	- 0 -		- 0 -	- 0 -	- 0 -	4				
TOTAL	77	- 0 -		- 0 -	- 0 -	- 0 -	30				
Number of <u>individuals</u> who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization											
Male	1,999	45		- 0 -	- 0 -	52	400				
Female	1,774	45		- 0 -	- 0 -	46	400				
TOTAL	3,773	90		- 0 -	- 0 -	98	800				
Local expenditure as a percent of national expenditure (this data is available on an annual basis only)	TBD	TBD		XXX	XXX		XXX				
Number of laws or amendments promoting decentralization drafted with USG assistance	2	2		1	2	2	3				
Number of sub-national government entities receiving assistance to improve their performance	1,369	5		- 0 -	5	5	29				
World Bank Government Effectiveness Index - Percentile rank among all countries [ranges from 0 (lowest) to 100 (highest) rank]. Data available only annually	21	N/A		NA	NA	NA	N/A				

MONITORING AND EVALUATION (M&E) – continued

The Government Effectiveness Index, as measured and reported by The World Bank, is included in this Monitoring and Evaluation Plan at the explicit request of USAID. The index being used here is the percentile rank among all countries ranging from zero (lowest) to 100 (highest). In 2014, this ranking of Egypt was twenty (20) meaning the nation fell in the lowest twenty percentile of all nations measured. The actual absolute index calculated by The World Bank is a numerical value ranging from minus 2.5 (lowest) to plus 2.5 (highest). The index for Egypt on this absolute scale is minus 0.54 (2013 value).

Use of this index as part of the EPSP monitoring and evaluation system makes great sense as arguably the various activities of the Project should have a positive impact on the direction in which this measurement moves, although changes in the index may not be discernible within the remaining short life of the Project.

Directly related to the issue of government effectiveness are the two major areas of cooperation between the Ministry and EPSP; support for the SDS Egypt 2030 and application of the new Civil Service Law, both high priorities of the GoE.

The Project had a strong substantive role in developing the SDS Egypt 2030 pillar on Transparency and Effectiveness of Government Institutions. The experts that cooperated on the SDS work on this pillar, including those from EPSP, have set a goal for the government effectiveness percentile ranking to reach seventy-five (75) by the year 2030; with an interim target of fifty (50) by the year 2020. This represents an aggressive, but achievable goal, and EPSP will continue to work on more effective governance.

To that end, recent analysis performed by the Project sheds interesting insight on this issue, pointing explicitly at the need for civil service reform, the other major priority for EPSP support. In a brief paper by the Egyptian Center for Economic Studies (ECES) highlighting the importance of applying the new Civil Service Law, the Center contrasted comparable data on the relative sizes of the public sector workforce in three other nations to that of Egypt. The ECES data (recast in a different format) is summarized in the table below, along with the two different measures of government effectiveness described above.

Nation	No. Public Sector Employees per 1,000 Population	Government Effectiveness Percentile Rank	Government Effectiveness Index
Egypt	76.92	20	- 0.54 (2013)
Malaysia	47.62	82	+1.10
Morocco	26.32	52	- 0.07
Indonesia	18.52	46	- 0.24

Although not part of the published ECES analysis, it is reasonable to expect some statistical correlation between these public sector employment numbers and the data on government effectiveness. At least theoretically, if the government is to service the people, then one would expect that higher levels of public employment would equate to more effective governance. Accordingly, the Project conducted a simple correlation analysis between the data shown above for the number of public sector employees against the two different measures of effectiveness.

MONITORING AND EVALUATION (M&E) – continued

With a very strong caveat that these three nations represent a sample which is too small to be statistically reliable, the results of the correlation analysis were nevertheless stunning. Running a standard correlation analysis using MS Excel, the coefficient of correlation for the data for these three nations was an unusually strong +0.99 using either the percentile rank data or the absolute index data.

A coefficient of correlation of say +0.50 is considered to indicate a strong positive relationship between two variables. In this case, the coefficient of 0.99 is the equivalent of a direct relationship, at least in these three nations, of government effectiveness to the relative size of the public sector workforce.

However, this direct relationship is completely absent when it comes to the case of Egypt; the overly high number of public employees has done nothing to improve government effectiveness. The Transparency and Effectiveness of Government Institutions pillar has established a goal for SDS Egypt 2030 to reduce the ratio of public sector employees per thousand citizens to twenty-five (25); with an interim target of thirty-eight (38) by 2020. Application of the new Civil Service Law should help facilitate this downsizing.

ANNEX B: PRESS RELEASE FROM ASWAN GOVERNORS OFFICE ON USAID AND EPSP VISIT SEPTEMBER 2015

The Governor of Aswan, received the USAID Senior Governance and Democracy Specialist, the Chief of Party of the Effective Planning and Services Project and the General Manager of the Government Services Development Program at the Ministry of Planning, Monitoring and Administrative Reform. This meeting comes within the framework of the national project to increase the efficiency of the State administration and eliminate the digital illiteracy; which project is implemented by the Ministry of Planning, Monitoring and Administrative Reform.

Within the framework of signing the cooperation protocol on Monday 31 August 2015 between the Ministry of Ministry of Planning, Monitoring and Administrative Reform (Ministry of Administrative Development) and the USAID-funded Effective Planning and Services Project, implemented by AECOM International Development, for the deployment of the citizen and investor services development project in five sites in Aswan Governorate, namely: Governorate headquarters, city and district of Aswan, city and district of Nasr al-Nuba, city and district of Edfu and city and district of Daraw.

The protocol aims to apply the basic quality standards to provide services to citizens in a civilized, fast, and accurate manner through the technological citizen service centers using the latest technologies to enhance the performance, efficiency and control, and provide accurate data and information to decision-makers, as well as the provision of public services electronically through the Egyptian Government Portal, e-signature, e-payment and SMS services.

The citizen service centers will be developed through the one-stop-shop system to separate the service provider (employee) from the service applicant (citizen), which will create a proper environment away from any element of corruption as well as the automation and streamlining of procedures for obtaining services, minimizing the time to receive such services in addition to developing the citizen service centers structurally to fit with the needs of the service provider and recipient and the existence of proper waiting areas for the service applicants and display of information screens that show the services, the procedures for obtaining the services and the required documents according to the type of service in implementation of the quality standards of Government services.

Proper waiting areas will be developed for citizens (service applicants). The waiting areas will be equipped with air conditioners and plasma-screen through which the citizens could know all the required documents for municipality service.

The protocol also aims to prepare a group of trained personnel on how to deal with the citizens professionally. The centers will be linked to the various relevant departments providing speed and high efficiency in service provision.

The Governor was handed a copy of the Memorandum of Understanding. The meeting also discussed the start of activities in the Governorate.

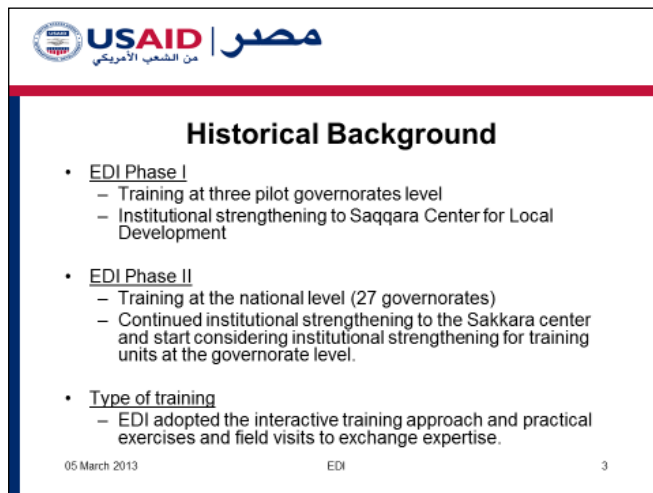
September 14th 2015

ANNEX C: LIST OF PILLAR WORKSHOPS SUPPORTED BY EPSP TO PREPARE SDS EGYPT 2030

DATE	SUBJECT (SDS 2030 PILLAR)	ATTENDEES
(Energy)		
Mar 02	Definition of key performance indicators for each strategic objective	31
Mar 23	Identification of quantitative targets for each indicator	33
Mar 30	Discussion of anticipated challenges and measurable indicators	35
Apr 20	Discussion of suggested initiatives for the energy pillar	36
May 10	Continued discussion of initiatives	39
May 17	Complete and finalize all proposed initiatives	35
(Culture)		
Mar 05	Definition of key performance indicators for each strategic objective	28
Mar 19	Identification of quantitative targets for each indicator	28
Apr 09	Discussion of anticipated challenges and their measurable indicators	29
Apr 22	Discussion of initiatives, policies and programs for the SDS	30
(Transparency and Efficiency of Government Organizations)		
Mar 11	Definition of key performance indicators for each strategic objective	15
Mar 18	Identification of quantitative targets for each indicator	12
Apr 08	Discussion of challenges	16
Apr 22	Discussion of current challenges and their impact and manageability	15
May 06	Discussion of Initiatives	12
May 19	Finalization of initiatives	18
(Education)		
Mar 22	Identification of quantitative targets for each indicator	33
May 11	Pre-university education: discussion of indicators, challenges and initiatives	5
May 13	Vocational education: finalize indicators, challenges and initiatives	11
(Health)		
Mar 22	Review, discussion, and amendment of list of Health sector indicators	38
Apr 05	Discussion of challenges using core measurement indicators	25
Apr 20	Discussion of challenges facing the health sector	24
May 04	To develop six broad programs and list of initiatives for each	20
(Social Justice)		
Mar 24	Identification of quantitative targets for each indicator	36
Apr 05	Discussion of anticipated challenges and their measurable indicators	18
May 07	Identification of quantitative targets for each indicator	27
(Urban Development)		
Apr 26	Discussion of indicators and targets	27
Apr 30	Discussion of challenges	26
May 07	Further discussion of challenges	28
Jun 01	Complete discussion of initiatives and final wrap-up	NA

DATE	SUBJECT (SDS 2030 PILLAR)	ATTENDEES
(Knowledge, Innovation and Scientific Research)		
Apr 23	Identify and discuss key performance indicators for this pillar	21
Apr 30	Discussion of challenges and initiatives	20
May 05	Review of final deliverable	12
(Environment)		
May 19	Discussion of challenges and initiatives	18
(Economy)		
Mar 24	Tourist sector	15
Mar 24	Supply sector	20
Mar 24	Transport sector	19
Apr 15	Communications and Information Technology	7
Apr 15	Housing	17
Apr 19	Supply and Internal Trade	21
Apr 19	Architectural Development	28
Apr 21	Banking and Financial sector	13
Apr 27	Macroeconomic	33
Apr 27	Tourism	9
(All)		
Feb 10	Introduction to launch formulation of phase three of SDS 2030	92
Jun 02	Sustainable Development Strategy: Egypt Vision 2030	NA
Jun 07	Sustainable Development Strategy: Egypt Vision 2030	26
Jun 08	Gender integration in Sustainable Development Strategy SDS: Egypt Vision 2030	15
TOTAL EVENTS (48)		1,116

ANNEX D: PRESENTATION TO SHOURA COUNCIL DURING EDI II¹⁷ ON SUPPORT PROVIDED TO THE SAQQARA CENTER FOR LOCAL DEVELOPMENT



¹⁷ The presentation was delivered by the current EPSP Senior Capacity Building Manager on March 5th 2013 during the EDI 2 phase of this contract. At the request of MPMAR the presentation was furnished to the Ministry on August 9th 2015. This information, along with a number of other legacy materials and a five-year strategy and plan for capacity building at the local level, were provided to MPMAR for use in conducting a new assessment of the Saqqara Center for Local Development.

ANNEX D: PRESENTATION TO SHOURA COUNCIL ON SAQQARA (continued)

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من الشعب الأمريكي

Areas of Cooperation with Saqqara Local Development Center

1. An assessment of the current situation of the center and recommendations of the areas for development.
2. Support center equipment (one of the outputs of the assessment)

Item	Quantity
1 Photocopying machine – Xerox	2
2 Scanner - HP	1
3 Computers	15
4 LED screens	15
5 Data show	2
6 Data show accessories (screen, lifter, cables etc)	2
7 Multiple CD recorder	2

05 March 2013 EDI 4

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Areas of Cooperation with Saqqara Center for Local Development



3. Cooperation in conducting training

- a. Establish a database for trainers: qualify local trainers for each governorate to support decentralization

- Selection Phases: Criteria for selection, nomination by governorates, selection committee
- Type and level of qualification

05 March , 2013 EDI 5

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Areas of Cooperation with Saqqara Center for Local Development



3. Cooperation in conducting training

- b. Prepare trainers for the various technical subjects prior to implementation in the governorates


05 March 2013 EDI 6

ANNEX D: PRESENTATION TO SHOURA COUNCIL ON SAQQARA (continued)

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Next Steps


05 March 2013 EDI 8

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List of Training Conducted at Saqqara Center for Local Development

Course	Date	Numbers			Representative Governorates
		Total	Male	Female	
Trainers Skills	2010/12/26	22	21	1	Almost all governorates
	2011/01/23	27	25	2	
Management of quality and flow of data	2011/05/29	58	40	18	All governorates
	2011/06/05	60	39	21	
Management of quality of information	03/05/2011	58	40	18	All governorates
	06/06/2011	60	39	21	
Financial allocations distribution information system (planning and monitoring)	2011/06/12	41	29	12	All governorates
	2011/06/19	39	30	9	
	2011/06/26	39	21	18	
Local development information system and indicators - Rabat	03/07/2011	45	4	11	All governorates
	2011/07/10	38	26	12	
Practical training for trainers of data entry and audit program	2012/04/18	40	31	9	All governorates
Total		527	375	152	

05 March 2013 EDI 7

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Based on EDI Current and Future Plans

1. Training

A. Complete the trainers qualification program for implementation at the local level (governorates)

- Increase the numbers
- Add new training areas
 - Personal skills
 - Computer
 - Local administration

05 March 2013 EDI 9

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Based on EDI Current and Future Plans

1. Training (Cont.)

A. Conduct training for the local leadership on subjects to support the activation of the local information system – Rabat

B. Handover a copy of the training package previously developed in collaboration with the ministry for inclusion into the training plan of the center

05 March 2013 EDI 10

ANNEX D: PRESENTATION TO SHOURA COUNCIL ON SAQQARA (continued)

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Based on EDI Current and Future Plans

2. Institutional Strengthening

A. Central Level

- Continue cooperation with Saqqara Center for Local Development to develop the current training system
- Identify areas for future training with the academic qualification to be implemented and identify target groups in this case.

05 March 2013 EDI 11

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Based on EDI Current and Future Plans

2. Institutional Strengthening

B. Local Level

Continue cooperation with Saqqara Center for Local Development to further develop the current training system. Identify areas for future training with the academic qualification to be implemented and identify target groups in this case.

- Complete the establishment and operation of training units in each governorate.
- Identify the roles and relationships between the central level (ministry + Saqqara) and local level (training units)

05 March 2013 EDI 12

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Thank You

05 March 2013 EDI 13

ANNEX E: TECHNICAL NOTES PREPARED BY EPSP TO SUPPORT DRAFT REGULATIONS FOR THE CIVIL SERVICE LAW

Item	Description
1. Technical note on appraisal systems	<p>The technical note proposed executive regulations for the assessment of performance (appraisal systems) which are covered by articles 25 to 28 of the law:</p> <ul style="list-style-type: none"> - It proposes a system that ensures performance and a system of appeal (petition). - According to the note, articles 27 and 28 do not need implementing regulations as they include sufficient detail and explanation. - The articles deal with cases of two consecutive weak appraisals for an employee and the termination of senior and executive management personnel who receive two consecutive appraisals with less than “above average” ratings.
2. Technical note on criteria for selection of leaders	<p>The technical note proposed forms for evaluation and assessment of high level and senior executive management, including a point system assigning different weights for each criteria and standards to determine final grade.</p> <p>This assessment is based on the experience, performance and achievements.</p>
3. Technical note on functional relationships	<p>The technical note proposed the executive regulations for Chapter II articles 9 thru 23, which deal with functions and functional relationships.</p> <p>The note proposes that each unit set its organizational structure and job descriptions. A permanent Secretary of State is to be appointed for each Ministry to assist the Minister. Functional groups are suggested (specialized function categories; technical function categories; clerical job categories; craft job and service assistant categories) and the process of organizing the incumbency by appointment or promotion, transfer, assignment or adjunction and the fulfillment of conditions and procedures for examination and related rules.</p>
4. Technical note on the performance management system	<p>The technical note proposed a system of appraisal for government officials that encourages excellence and creates opportunities for professional development and career advancement. The technical note deals with performance appraisal, the definition of each grade and criteria for the formulation of objectives, methods, efficiency and models of performance evaluation.</p>

Item	Description
5. Technical note on human resource planning forms	This technical note proposed five maps for human resource planning forms (i) estimation of skills form; (ii) estimation of labor needs; (iii) estimation of skills (e.g. language skills); (iv) the distribution of human resources on the organizational chart; and (v) needs identification.
6. Technical note on job titles and job description forms	<p>The technical note proposed a position classification level for government units; i.e.</p> <ul style="list-style-type: none"> - high- Senior - Director General - the first degree a or b - the second degree a or b - the third degree a or b <p>The technical note also covers the process of job descriptions, including titles, job type and number, functional affiliation. Position descriptions are to include duties and responsibilities of the post, measurable performance indicators, terms of employment, required qualifications (including professional experience; needed training, knowledge, capacity and other skills).</p>
7. The draft executive regulations	The technical note proposed a draft of the executive regulations based on the Administrative Reform Forum held on June 14 th , 2015 which provided a wide participatory feedback.
8. Presentation on the 360-degree performance appraisal system	The technical note is a presentation on a 360-degree performance appraisal system which is proposed to fulfill the requirements of Chapter III; Articles 25 thru 28 of the Civil Services Law.
9. Manual and suggested forms of the 360- degree performance appraisal system	The technical note proposed a suggested manual and forms necessary to implement a 360-degree employee performance appraisal system in fulfillment of the requirements of the Civil Service Law.